United Nations A/57/68

General Assembly

Distr.: General
23 April 2002

Original: English

Fifty-seventh session
Item 116 of the preliminary list*
Programme planning

Strengthening the role of evaluation findings in programme design, delivery and policy directives

Note by the Secretary-General**

In conformity with General Assembly resolutions 48/218 B of 29 July 1994 and 54/244 of 23 December 1999, the Secretary-General has the honour to transmit herewith the report of the Office of Internal Oversight Services on strengthening the role of evaluation findings in programme design, delivery and policy directives. The Secretary-General concurs with the approach to programme monitoring and evaluation described in the report.

* A/57/50/Rev.1.
** The report was delayed because of extensive consultations with all departments and offices.

02-35072 (E) 310502

Report of the Office of Internal Oversight Services on strengthening the role of evaluation findings in programme design, delivery and policy directives

Summary

The present report reviews in-depth evaluation and self-evaluation activities in the United Nations during the period 2000-2001. It contains an overview of arrangements made in the Secretariat to carry out the evaluation function and a critical analysis of evaluations carried out in different programmes. A summary of evaluation activities reported by departments and offices in the context of the programme performance monitoring is provided in annex III to the report.

In about half of the programmes of the medium-term plan, the head of the programme directly reviews the results of evaluation activities, a practice that should be generalized, as recommended by the Committee for Programme and Coordination. Specialized intergovernmental bodies also review evaluation findings for about half of the programmes. This intergovernmental review of evaluation findings is frequently linked to the review of medium-term plan proposals, the importance of which was stressed by the General Assembly and should be a general practice. Steps are taken in a number of programmes to assess the implementation of evaluation findings but the practice is still limited.

While a few programmes implemented comprehensive evaluation plans, which covered all their major activities for the medium-term plan period, the majority of programmes did not fully observe these requirements, set out in the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. In these programmes, there are examples of useful evaluations which assessed the implementation of department-wide strategies or functions. Based on this positive experience, it is recommended that, in the programmes where no comprehensive evaluation plans have been developed until now, managers formulate plans that would focus on particular issues of strategic importance to their programmes. It is expected that the implementation of results-based budgeting will contribute to and reinforce the evaluation system, given the clearer articulation of objectives, expected accomplishments and indicators of achievement at the beginning of the programme planning cycle, against which performance can be measured.

Owing to the timing of intergovernmental meetings, in-depth evaluations undertaken by the Office of Internal Oversight Services have rarely been reviewed by specialized intergovernmental bodies prior to review by the Committee for Programme and Coordination, as envisaged in the Regulations and Rules Governing Programme Planning. Such prior review would require the evaluations to be completed much earlier in the year. To achieve this result within existing resources, it is proposed that the number of in-depth evaluations be reduced to one (instead of two) each year, to enable greater responsiveness to the concerns of the Committee for Programme and Coordination. The resources that would then become available would be deployed to do evaluations of cross-cutting issues of the Secretariat as a whole, in order to facilitate the work of as many programmes as possible.

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I. Introduction

1. The present report is the most recent in a series of reports submitted biennially since 1988 to the General Assembly through the Committee for Programme and Coordination on the strengthening of programme evaluation in the United Nations. These reports are prepared in accordance with regulation 7.4 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, which requires that a brief report summarizing the conclusions of the Secretary-General on all evaluation studies conducted in the established evaluation programme be submitted to the General Assembly at the same time as the text of the proposed medium-term plan or in connection with the biennial revision of the plan. These reports review evaluation practices in the programmes of the medium-term plan during the preceding biennial period, draw attention to the problems encountered in the implementation of the evaluation system as a whole and suggest measures to strengthen the application of evaluation findings in the programme planning process.

2. In its conclusions on the last report on the subject,[1] the Committee for Programme and Coordination recommended that future reports should be more analytical, evaluate whether the evaluation function was being effectively carried out in the Secretariat and consider how it might be improved, in particular to strengthen the role of the evaluation in programme design, delivery and policy directives.

3. Regarding the principles and standards on which the United Nations evaluation system is based, the Committee "reaffirmed the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, and recommended that the General Assembly request that all necessary steps be taken to ensure fulfilment of the objectives of article VII concerning evaluation, taking into account the role and competence of relevant intergovernmental bodies".[2]

4. Article VII of the Regulations and Rules Governing Programme Planning establishes an evaluation system which consists of self-evaluations undertaken by programme managers, with the guidance of the Central Evaluation Unit, and ad hoc in-depth evaluations conducted either internally or externally, the in-depth evaluations requested by the Committee for Programme and Coordination being prepared by the Central Evaluation Unit. Since late 1994, the central evaluation function has operated as part of the Office of Internal Oversight Services. In 2001, the Central Evaluation Unit, now the Evaluation Section, was merged into the new Monitoring, Evaluation and Consulting Division of the Office of Internal Oversight Services.

5. In response to the recommendations of the Committee for Programme and Coordination regarding the purpose of the present report and fulfilment of the objectives of article VII of the Regulations and Rules Governing Programme Planning, the present report reviews the evaluation activities within departments and offices (sect. II) and central evaluation activities (sect. III). Section II includes:

(a) An overview of current trends in the arrangements made in the Secretariat to carry out the evaluation function. The detail of these arrangements is provided for each programme of the medium-term plan in annex I;

(b) An analytical review of evaluations carried out in a number of programmes of different nature and the use made of evaluation findings.

In section III, proposals are made to strengthen the role of evaluation in programme design, delivery and policy directives.

6. The analytical review of evaluation activities, presented in section II, is based on the critical analysis of evaluation reports submitted to the Office of Internal Oversight Services by the different programmes. The descriptive summary of evaluation activities carried out under each programme of the medium-term plan is also reported to the Office of Internal Oversight Services by the departments and offices through the Integrated Monitoring and Document Information System, used to monitor programme performance. The summary can be found in annex III. It should be noted that this reporting is not mandatory and that *some programmes have reservations with regard to its value in describing the effectiveness of their evaluation activities.*

II. Evaluation activities within departments and offices

A. Survey of existing institutional arrangements and capacity for evaluation

1. Placement of the evaluation function and review of findings at the programme level

7. The Regulations and Rules Governing Programme Planning stipulate that, at the programme or subprogramme level, evaluation plans shall be prepared by programme managers and that evaluation findings shall be communicated to heads of departments and offices (rules 107.1 (c) and 107.2 (a) and (b) (iii)). In carrying out programme inspections, the Office of Internal Oversight Services had noted that, in a number of programmes, the oversight function was diffused among several units and that performance monitoring and self-evaluation functions were poorly conducted. To enhance senior management involvement in the evaluation function, the Committee for Programme and Coordination encouraged the Office of Internal Oversight Services to develop guidelines on internal oversight within each unit at the departmental level on such issues as institutional arrangements for oversight, which in general should be centralized in one unit reporting to the head of the department (A/51/16 (Part I), para. 56). In guidelines issued in 1997, the Office of Internal Oversight Services reiterated the provisions of the regulations and rules regarding the responsibility of heads of departments and offices for supervising monitoring and evaluation and recommended that they review the results of those activities at least twice a year, with each senior officer reporting to them. Progress made in the implementation of this recommendation is uneven. In 11 out of the 25 programmes of the medium-term plan surveyed by the Office of Internal Oversight Services at the end 2001, arrangements had been made to involve heads of programmes directly in the adoption of evaluation plans. They directly review the results of evaluation activities in 12 of the programmes surveyed, a process supported by units or focal points (see annex I). The periodicity of review cannot be ascertained in all cases, particularly as, in a number of units, the system was established recently. The trend is not one of continuous progress. For example, at the United Nations Relief and Works Agency for Palestine Refugees in the Near East, the Programme Planning and Evaluation Office, which reported to the Commissioner-General has been abolished and the evaluation function internalized within the three principal operational programmes. At the United Nations International Drug Control Programme (UNDCP), the Planning and Evaluation Section was abolished in 1998. Although a number of project evaluations were still conducted, there was no central mechanism to formulate lessons learned and to feed them back into programme formulation and delivery (see A/56/83, para. 40). Since the end of 2000, more attention has been given to evaluation and, in 2001, the Planning and Evaluation Unit of the Office for Drug Control and Crime Prevention was established to act as the focal point for evaluations. Progress on this aspect of the evaluation system will need to be pursued in the context of the wider issue of enhanced accountability and responsibility in the management of the Organization.

2. Intergovernmental review

8. Rule 107.1 (c) of the Regulations and Rules Governing Programme Planning requires that evaluation findings, reviewed by heads of departments and offices, be also reviewed by Member States through intergovernmental bodies "in order to facilitate the reconsideration of existing mandates, policies, strategies and objectives, the substantive content of programmes and its utility to the users". This intergovernmental review is linked to the review of proposed medium-term plans. In its resolution 51/219 of 18 December 1996, the General Assembly stressed the importance of the contribution of the sectoral, regional and central intergovernmental bodies in reviewing and improving the quality of the medium-term plan and its revisions, before consideration by the Committee for Programme and Coordination and the Fifth Committee. The Office of Internal Oversight Services 2001 survey shows that specific arrangements were made by 15 programmes for the review of evaluation findings by specialized bodies (see annex I). Sometimes the findings are not the subject of a separate review; they are taken into account in new medium-term plan proposals submitted to the specialized bodies. In such cases, to facilitate consideration of evaluation results which require intergovernmental review and did not originate from evaluation by oversight bodies, the programmes could present, in addenda to their medium-term plan

proposals, and for the attention of their specialized bodies, a brief summary of relevant evaluation findings. This is the practice now for the recommendations made by oversight bodies and the Advisory Committee on Administrative and Budgetary Questions, which are summarized at the end of each section of the proposed programme budget. A few programmes have extensively involved their intergovernmental bodies into the evaluation process and the follow-up to evaluations. *For example, the United Nations Conference on Trade and Development (UNCTAD) involves its intergovernmental Working Party in the annual in-depth evaluation of technical cooperation programmes and their follow-ups. It also involves the Trade and Development Board in semi-annual discussions on the strategic direction of the subprogrammes based on an extensive self-assessment report.*

3. Resources made available to carry out the evaluation function

9. The staff resources made available in the United Nations to undertake evaluations have been periodically surveyed. In 1986, there were 18 Professional posts devoted mostly to evaluation; 30 in 1992; and 24 in 2001 (see annex I). Staffing levels that were considered optimum at the end of the 1980s were never realized. For example, in 1988, the Joint Inspection Unit noted that even if the Central Evaluation Unit were to be given only the modest proportional evaluation staffing levels found system-wide, it should have about 15 Professional staff posts (A/43/124, para. 143). Six Professional posts was the maximum number of posts ever deployed to the Unit; currently four posts are assigned to its successor, the Evaluation Section of the Office of Internal Oversight Services. In 2001, the 20 other posts were deployed to 11 out of the 24 other programmes surveyed. A number of these programmes are supporting large-scale field operations or country programmes and evaluations are carried out under specific arrangements (see annex I, table 2). The non-staff costs associated with evaluation are frequently underbudgeted.

10. As stipulated in rule 107.2 (b) of the Regulations and Rules Governing Programme Planning, programme managers are expected, in collaboration with their staff, to "undertake self-evaluation of all subprogrammes under their responsibility". In general, the cost of self-evaluation is not separately presented or allocated in the regular budget of the United Nations and the adequate level of staff time and other resources has never been assessed. In response to a survey carried out in 1992 by the Central Evaluation Unit on the self-evaluation system, out of 90 units — often at the division level — responding to the relevant question, 40 units had not experienced any difficulty in conducting self-evaluation; and 38 units identified the primary difficulty in conducting self-evaluations as the lack of adequate resources for evaluation. In the 2001 Office of Internal Oversight Services survey, most programmes did not provide an estimate of time spent by programme staff on self-evaluation (see annex I, table 1). In a few programmes, the substantial number of Professional work-months devoted to evaluation was largely spent on preparing programme reviews requested by intergovernmental bodies. It is probable that the amount of time spent on evaluation by substantive programme staff is higher than reported. For example, units such as the Office of Legal Affairs and the Department of Economic and Social Affairs, which, as required under rule 107.2 (c) (ii) of the Regulations and Rules Governing Programme Planning, collaborated with the Central Evaluation Unit in the preparation of several in-depth evaluation reports, did not report the time spent on such work.

B. Summary of evaluation activities, 2000-2001

11. Programmes using the services of full-time in-house evaluators, frequently supervising the work of external evaluators, understandably undertake the largest number of evaluations. During 2000-2001, the United Nations Environment Programme (UNEP) performed four evaluations of subprogrammes of the medium-term plan, eighteen comprehensive project evaluations and two desk reviews. The Office of the United Nations High Commissioner for Refugees (UNHCR) has produced sixteen evaluations, including lessons-learned studies. UNHCR headquarters activities were not the subject of distinct evaluations but *many evaluations of field operations or global functions included a headquarters component.* UNCTAD performed two major project evaluations and completed the self-evaluations of its five subprogrammes. A review of eleven UNEP project evaluations reveals that, in the main, the evaluations were carefully done. A project rating system is in use and applied systematically. Assessments of qualitative issues

appear to be the norm. For example, project evaluations on climate change often verify the quality of technical information on which regulatory decisions are made. However, evaluations tend to be done at the end of the projects and the recommendations are general in nature, with no specific implementer in mind. The Office for the Coordination of Humanitarian Affairs submitted two evaluations of operational activities for review by the Office of Internal Oversight Services. They did not cover Headquarters activities nor medium-term plan programme and subprogramme objectives. One of them is a competent study of process, decision-making and mobilization under emergency conditions. An Office for the Coordination of Humanitarian Affairs staff member was a member of the two-person team. While this may affect the perception of "independence", it does not seem to have affected the objectivity of the analysis. The recommendations, addressed to the Office's senior management team, cover a wide range of issues.

12. The large number of evaluations carried out in a given programme, including the fact that all subprogrammes were self-evaluated with the periodicity required by the Regulations and Rules Governing Programme Planning, as is the case with UNCTAD and UNEP, raise the questions of what constitutes appropriate coverage and whether priority issues were reviewed. Frequently, self-evaluations which cover individual subprogrammes, as stipulated in the Regulations and Rules Governing Programme Planning, do not extend much further than performance reporting. For example, one of the UNCTAD evaluations confirms the positive impact of a project on the trainees, but recognizes that a wider and more meaningful impact on financial or economic outcomes could not be ascertained. There are examples of a broader approach in reports submitted to the Office of Internal Oversight Services by UNEP when, with the support of the full-time evaluator, the scope of self-evaluation was widened to include other subprogrammes. The operational lesson of value in this instance is that selective widening of the scope of self-evaluation generates a more in-depth analysis of issues. It enhances opportunities to judge whether useful outcomes have been the result of these activities. *UNCTAD explained to the Office of Internal Oversight Services that measuring the impact on financial or economic outcomes is inherently more difficult in UNCTAD and other policy-oriented programmes than in operational programmes. Apart from its annual in-depth evaluation of technical cooperation programmes, UNCTAD finds it more effective to use a focused approach with a clear delimitation in the programme area to be evaluated.*

13. At the regional commissions, which present the particularity of covering a wide range of substantive domains with a regional focus, integrating the results of individual subprogramme and project evaluations to provide a sense of overall effectiveness at the level of each Commission is challenging. During the period 2000-2001, self-evaluations of subprogrammes constituted the bulk of evaluation activities at the Economic Commission for Europe (ECE), the Economic Commission for Latin America and the Caribbean (ECLAC) and the Economic and Social Commission for Western Asia (ESCWA). The Economic and Social Commission for Asia and the Pacific (ESCAP) tended to concentrate on the evaluation and review of its extrabudgetary projects at the subregional or regional level. In 2001, the ESCAP Commission decided that, to enhance its effectiveness, ESCAP should carry out more transparent and verifiable programme monitoring and impact assessment. Despite some in-depth and self-evaluations during the period 2000-2001, the Economic Commission for Africa (ECA) has concentrated on performance assessment by the means of programme reviews which consisted primarily of monitoring reviews and ad hoc evaluations. ECA has acknowledged the urgent need to enhance its evaluation function by developing and implementing methods for impact assessment, as it recognizes the importance for member States of the lessons derived from evaluations to achieve tangible results. In the regional commissions, with a few exceptions, subprogramme self-evaluations, although often concerned with substantive issues, tend not to integrate the effect of substantive results in the measure of effectiveness. Questionnaires about publications, even if they record negative views regarding content, do not amplify on causality or differences in opinion. In a number of regions, moving the concerns of evaluation to a more critical study of the usefulness of the results would call for better baseline information, more solid qualitative and quantitative measurement and considerably greater involvement of countries as users of services in the evaluation process. It remains a task whose design and conduct will demand resources beyond those which are currently available.

14. At Headquarters, most programmes do not evaluate all activities programmed over a fixed time period and do not formulate evaluation plans at the beginning of a medium-term plan period, as envisaged in the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. A number of programmes reported evaluation activities that do not exhibit the characteristics of a systematic and objective exercise set out in the Regulations and Rules Governing Programme Planning. This being said, a variety of situations exist which will require additional analysis to be fully appreciated. The programme Peacekeeping operations supported a process of comprehensive review of its activities. Other programmes are involved in periodic reviews of international programmes of action. These reviews entail a degree of programme self-assessments. This was the case for Economic and social affairs, implemented by the Department of Economic and Social Affairs. The Department stated to the Office of Internal Oversight Services that, within the framework of results-based budgeting, determination of the extent to which expected accomplishments were implemented was based on increasing feedback from Member States with regard to services rendered. In addition, in 2001, the Department had carried out a management review of its technical cooperation function to assess the effectiveness of its integration with the normative, analytical and operational functions of the Department, in line with the approaches that guided the 1997 reorganization of the Secretariat. It had also launched a thematic evaluation of the technical cooperation component of three programmes related to capacity-building for sustainable development. The Department was acting on the outcome of the review, through managerial and programmatic measures aimed at sharpening its comparative advantage in technical cooperation and the impact of its operational activities. Furthermore, the Department had undertaken an internal assessment of its publications programme, with a view to strengthening the coherence of its 2002-2003 programme.

15. During the period under review, the programme Political affairs offers an example of the mix of evaluation practices, substantive assessments and management reviews that exist at Headquarters. In 2001, a joint Department of Political Affairs/United Nations Development Programme (UNDP) assessment of the performance of United Nations post-conflict peace-building support offices was carried out. Recommendations were made to improve their operation and enhance the effectiveness of the United Nations system as a whole in such initiatives. The assessment followed a clear evaluation process, laying out methodology and reviewing performance against programme assumptions. Another initiative is the manual on preventive measures to assist United Nations practitioners in their future work. The manual continuously incorporates actual field experience of United Nations staff who have applied these measures recently. More generally, problem identification and lessons-learned processes to address internal management issues and substantive issues are obtained through various departmental workshops and task forces. The practice of evaluation in the Department of Political Affairs during the period 2000-2001 presented a useful mix of activities.

16. Programmes mostly engaged in servicing activities, such as the Department of General Assembly Affairs and Conference Services and offices in the Department of Management, report that their self-evaluations were almost exclusively performance reviews, integrated in the ongoing activities. A few corrective measures were taken as problems were identified. This process of continuous review is an extension of the performance monitoring process and adapted to the nature of the activities, as envisaged in regulation 7.3 of the Regulations and Rules Governing Programme Planning. In one office, the ongoing performance review was supported by formal evaluative studies and led to a more comprehensive set of measures to improve programme implementation than was the case in other offices.

C. Implementation of recommendations

17. The self-evaluation processes currently in use often produce suggestions for improving incrementally the quality, distribution or relevance of the services, publications or technical advice. There are indications in different reports that steps were taken to implement a number of recommendations. Changes in procedures made as a result of management reviews and evaluations are documented. However, in many programmes, no comprehensive assessment appears to have been made of whether the recommendations have been acted upon effectively. Nor does there appear to

be evidence of systematic management review of the progress made in implementing the actions required by evaluation findings.

18. Programme managers in the regional commissions are often aware of the limitations of the scope, depth and use of evaluation activity. Most of the commissions have drawn attention to the need for greater training and briefing and for sharing common experiences among commissions. Some have used "savings" or donor contributions to initiate evaluation training and system enhancement. There is, however, a need for a more coordinated response, Secretariat-wide, to the provision of training and advice, with a view to strengthening evaluation and its uses.

19. In the programmes which have well-developed systems in place for the monitoring, implementation and follow-up to the findings and recommendations of evaluations, attempts have been made to assess the usefulness of implementing evaluation findings and using lessons generated by the evaluation processes. The UNEP annual report for 2000 records that, while the direct use of these lessons by the programme is still limited, it is nonetheless growing. *UNEP stated to the Office of Internal Oversight Services that, while most evaluation instruments were already in place or under implementation, there was a need to enforce and strengthen the mechanisms through which evaluation findings were communicated. More effective communication to project managers and senior management would ensure that evaluation findings became a source of information supporting the decision-making process.* UNCTAD reported on a fully operational intergovernmental process which oversees the implementation of evaluation recommendations and their follow-up over time and provided examples of the use of evaluations to improve the design of future project activities. UNHCR described the introduction of a "project-based and utilization focused approach to evaluation which seeks to maximize the extent to which evaluations act as a catalyst for organizational analysis, learning and change". The actions taken to make use of evaluation findings are expected to differ "from one case to another". Assessments of the efficacy of these processes will need to be made at a later time.

III. Central evaluation activities

A. Support to evaluation activities within departments and offices

1. Support to the self-evaluation system

20. The Office of Internal Oversight Services is responsible for providing methodological support to programme managers and their staff "in connection with the preparation of self-evaluation reports", for establishing self-evaluation quality standards, methodology and for ensuring "the adaptation and transfer of evaluation information and ad hoc studies" (rules 107.2 (b) (ii) and 107.3 (a) of the Regulations and Rules Governing Programme Planning). In 1996, the Committee for Programme and Coordination encouraged the Office of Internal Oversight Services to develop guidelines on internal oversight within each unit at the departmental level, covering issues of institutional arrangements for oversight, minimum common standards, training and other services to be provided by the Office of Internal Oversight Services. In 1997, the guidelines, jointly communicated to the heads of departments and offices by the Under-Secretaries-General for Management and for Internal Oversight Services, covered those issues.

21. Methodological support to programme managers and their staff has been provided by the Office of Internal Oversight Services through one-week training workshops. The workshops are tailored to assist managers at the subprogramme level in the design of their evaluations. Shorter two-day workshops provide a review of basic evaluation principles and tools. During the period 1998-1999, the Office of Internal Oversight Services conducted five workshops at the request of programme managers, including three regional commissions. The end-of-course assessments were positive but, with the exception of UNEP, insufficient follow-up activity took place with the programmes. During the period 2002-2001, a one-week workshop was organized at the request of ECE with emphasis on the design of actual evaluations. Two other regional commissions, ESCWA and ESCAP, requested assistance, which the Office of Internal Oversight Services could not provide at the time. It therefore facilitated the support of an evaluation specialist. Subsequently, the three Commissions took steps to implement a more comprehensive evaluation system. An updated version of the United Nations Evaluation

Manual, issued in 1986, is being prepared. An additional section will integrate, on an ongoing basis, new tools to carry out evaluations, good evaluation practices in the United Nations and relevant material developed for training workshops organized by the Office of Internal Oversight Services and other programmes. The Committee for Programme and Coordination welcomed the training activities of the Office of Internal Oversight Services on evaluation and encouraged their future development.[3] The Committee has, over the years, frequently noted the absence of clearly articulated objectives, expected accomplishments and indicators of achievement for implementation of the Organization's activities, making it difficult for meaningful evaluation. In paragraph 23 of its resolution 55/231 of 23 December 2000, on results-based budgeting, the General Assembly emphasized the need for the Secretariat to continue to improve its programme evaluation capacity by, inter alia, strengthening standard evaluation methodologies, in accordance with article VII of the Regulations and Rules Governing Programme Planning.

2. Assessments of achievements in the context of the results-based budgeting

(a) Methodological support to Secretariat staff

22. In 1997, the Secretary-General proposed that, to further strengthen the management of the Organization, the United Nations place greater emphasis on results in its planning, budgeting and reporting. In 2000, in considering the matter, the Advisory Committee on Administrative and Budgetary Questions concluded, inter alia, that a results-based budget format need not represent a revolution but an attempt to build upon and strengthen the existing programming process. In endorsing the conclusions and recommendations of the Advisory Committee on the matter, the General Assembly stressed that the intention of the Secretary-General to focus the evaluation of programme delivery on expected accomplishments should be implemented in a manner that is flexible and complementary to the existing evaluation system (see resolution 55/231, para. 27). The Programme Planning and Budget Division stated to the Office of Internal Oversight Services that the medium-term plan for the period 2002-2005 introduced more coherence and consistency in the formulation of objectives, expected accomplishments and indicators of achievements, in fuller compliance with the Regulations and Rules Governing Programme Planning. The programme budget for the biennium 2002-2003 also included those components, reflecting the application of results-based budgeting concepts by focusing on meeting objectives and achieving expected results, rather than on merely delivering outputs.

23. Prior to the preparation of the proposed programme budget for the biennium 2002-2003, departments and offices participated in training workshops organized by the Programme Planning and Budget Division on the development of indicators of achievement. In 2002, the Division is organizing another series of training workshops, both at Headquarters and in offices away from Headquarters to help departments and offices in implementing results-based budgeting. The workshops cover the analysis of the nature and measurability of indicators and the methodology for the collection and analysis of such data, topics normally covered during training workshops on evaluation. The Office of Internal Oversight Services believes that the workshops will significantly strengthen the Secretariat programme evaluation capacity, as recommended by the General Assembly, and it intends to assess their impact to determine what follow-up actions are required for the rest of the biennium and to tailor its assistance for self-evaluation accordingly. In a limited survey conducted by the Office of Internal Oversight Services in early 2002, the departmental evaluation focal points responded that the Evaluation Section of the Office of Internal Oversight Services should provide more assistance to self-evaluations, as well as the implementation of the result-based budget approach and facilitate the sharing of evaluation practices among departments and offices (see table 1 below).

24. Fulfilment of the objectives of programme monitoring and evaluation set out in the Regulations and Rules Governing Programme Planning, currently the responsibility of the Monitoring, Evaluation and Consulting Division of the Office of Internal Oversight Services, and the implementation of results-based budgeting, currently the responsibility of the Office of Programme Planning and Accounts, present a related set of issues for programme managers, who will require coordinated support in order to avoid duplication of efforts. Although the determination of whether or not there are measurable results can be made without conducting an evaluation exercise, it is, however, necessary to use evaluation tools to solicit views of end-users and understand why a result has not

Table 1
Central evaluation activities: views of evaluation focal points in departments and offices recently the subject of in-depth evaluations (1996-2001)

	Type and number of responses		
	Yes	*No*	*No opinion*
The in-depth evaluation:			
(a) Was carried out at a time when it was needed	6	2	
(b) Produced recommendations that focused on the important problems	5	3	
(c) Produced findings and recommendations that influenced decisions made in your programme	5	3	
In the future OIOS* in-depth evaluations should:			
(a) Remain as they are (scope and format)		4	4
(b) Pay more attention to programme contents	5	1	2
(c) Pay more attention to management issues	4	2	2
(d) Focus more on Secretariat-wide strategies, issues and functions	4	3	1
(e) Be discontinued		6	2
The Evaluation Section of OIOS should:			
(f) Provide more assistance for programmes' self-evaluations	6	1	1
(g) Facilitate the sharing of evaluation practices among departments/offices	6	2	
(h) Provide more assistance to the implementation of the result-based budget approach	6	1	1
(i) Participate in joint evaluations with other entities, including programme managers	3	2	3

* OIOS = Office of Internal Oversight Services.

occurred, or to assess the quality of outputs in terms of relevance, usefulness, efficiency and effectiveness. Both offices are collaborating in a series of training workshops to provide methodological support to Secretariat staff. It is also anticipated that the training material will be incorporated into the updated United Nations Evaluation Manual.

(b) Coordinating self-evaluation and assessment of achievements

25. The medium-term plan is the main frame of reference for programme or subprogramme evaluations. Progress was made in the programme budget for the biennium 2002-2003 to establish clear linkages to the medium-term plan with respect to objectives, expected accomplishments and indicators of achievements. In this respect, the reporting of achievements by programme managers under results-based budgeting and self-evaluations are two complementary exercises. The self-assessment of achievements — using adequate quality standards and methodology — has the potential to fulfil in large part the purpose of self-evaluation. For example, reporting on such indicators of achievement as "number and impact of legal opinions and other legal advice such that the United Nations offices are in a better position to interpret and apply provisions of the United Nations legal regime to specific cases and to comply with such provisions" (see A/C.5/56/11, para. 2 (d)) would require methods of inquiry and analysis much similar to programme evaluation.

26. The question arises as to the level of complexity and research expected to be performed by programme

managers to be able to report every two years on achievements in the context of the budgetary process, and what additional research will still be needed, linked to the medium-term plan cycle, "to determine as systematically and objectively as possible the relevance, efficiency, effectiveness and impact of the Organization's activities in relation to its objectives", which is the objective of evaluation (regulation 7.1 of the Regulations and Rules Governing Programme Planning). The review of self-evaluation activities during the period 2000-2001 (see sect. II above) shows that most programmes which allocated staff and other resources to the evaluation function implemented evaluation plans in conformity with article VII of the Regulations and Rules Governing Programme Planning. In the other programmes, very few managers were able to evaluate periodically all the activities for which they are responsible. In those programmes, there are examples of evaluations to which substantial programme staff time was devoted, which were designed with care and which produced findings and recommendations that were taken into account. Frequently, these evaluations straddled several subprogrammes to review the implementation of department-wide strategies or functions; others reviewed the operations of specific units in great detail (see paras. 14-15 above). Based on this experience, for the programmes where it has been difficult thus far to develop and implement comprehensive evaluation plans, it is proposed that, for 2002-2003, programme managers identify aspects of the activities under their responsibility that would benefit from formal evaluations focused on a few issues of strategic significance. As provided for in the Regulations and Rules Governing Programme Planning, the Evaluation Section of the Office of Internal Oversight Services would review these evaluation plans and provide the methodological support needed. In addition, as noted in paragraph 25 above, the assessment of achievements at the subprogramme level in the context of the programme budget for the biennium 2002-2003 may provide a useful framework for the periodic evaluation of all activities envisaged in the Regulations and Rules Governing Programme Planning. The results of this new reporting requirement will be further reviewed in the next biennial report on strengthening the role of evaluation findings.

B. In-depth evaluations

1. In-depth evaluations, 1993-2003

27. Since 1995, two in-depth evaluations are prepared for the Committee for Programme and Coordination each year. These evaluations consume most of the staff resources available at the Office of Internal Oversight Services for evaluation. Reports on in-depth evaluations and related activities undertaken during the period 1993-2002 and those currently scheduled for 2003 are listed in annex II to the present report. During the period 2000-2001, the Committee endorsed almost all the recommendations presented in the in-depth evaluation reports submitted for its consideration. This outcome constitutes one of the indirect measures of the quality of the reports. To obtain additional feedback on the value of this activity, in early 2002, the Office of Internal Oversight Services conducted a survey of evaluation focal points in programmes where an in-depth evaluation had recently been conducted. Eight of the ten focal points concerned responded (see table 1). The outcome of in-depth evaluations was, generally, positively rated. However, although none of the respondents believed that the in-depth evaluations should be discontinued, the majority stated that they should not remain as they were in terms of scope and format, that is, the number and nature of issues covered in the reports. This matter will require additional analysis.

2. Intergovernmental review

28. The intergovernmental review of in-depth evaluations envisaged in rule 107.2 (c) (ii) of the Regulations and Rules Governing Programme Planning is conducted by the Committee for Programme and Coordination "or by the intergovernmental or expert organs directly concerned with each programme". Under the regulation that elaborates further on the different levels of review, it is stipulated that the specialized organs shall review the recommendations contained in the evaluation reports and transmit their recommendations in connection with the reports to the Committee. In turn, the Committee considers these recommendations together with "the recommendations contained in the reports prepared by the Central Evaluation Unit" (rule 107.4 (f)). Owing to the calendar of meetings, this disposition was rarely implemented. The last occurrence was the consideration, in 1994, of the evaluation on

Peacekeeping operations: start-up phase, by the Special Committee on Peacekeeping Operations. The question of prior specialized intergovernmental review was discussed several times by the Committee for Programme and Coordination but no concrete solution was ever found. Owing to the limited staff resources available to prepare in-depth evaluations, they are completed just in time for consideration by the Committee. Table 2 below shows that, in order to be reviewed by the specialized intergovernmental body concerned before review by the Committee for Programme and Coordination, most in-depth evaluations should be completed three to six months earlier than is presently the case. This can be achieved for most of the programmes if all the resources available at the Office of Internal Oversight Services for evaluation are mobilized to undertake one in-depth evaluation each year, immediately after the session of the Committee, so that it can be completed in time for review by the body concerned with the programme evaluated prior to the review by the Committee. This would still be consistent with rule 107.2 (c) (iii) of the Regulations and Rules Governing Programme Planning, which provides that "at least one in-depth evaluation study shall be undertaken each year", normally "completed within two years". The submission of in-depth evaluations to the bodies concerned, substantively competent to make recommendations "concerning methods of implementation" and to suggest, "where appropriate, a new design for the programme" (rule 107.4 (e)), would strengthen the planning process.

Table 2
Programmes subject to in-depth evaluation, 2000-2003, and schedule of regular sessions of the concerned intergovernmental organ reviewing the programme medium-term plan

Programme	*Specialized intergovernmental body*	*Regular session in 2002*
Gender issues and advancement of women	Committee on the Status of Women	4-15 March
Population	Commission on Population and Development	1-5 April
Sustainable development	Commission on Sustainable Development	28 January-8 February
General Assembly affairs and Economic and Social affairs	Committee on Conferences	19-23 August
Social development	Commission for Social Development	11-27 February

3. Ad hoc evaluation of selected programme areas and topics

29. Rule 107.2 (c) of the Regulations and Rules Governing Programme Planning stipulates that "the evaluation system shall include the ad hoc in-depth evaluation of selected programme areas or topics conducted internally or externally at the request of intergovernmental bodies or at the initiative of the Secretariat". If the schedule of in-depth evaluation is reduced to one study each year, as suggested in paragraph 28 above, the Office of Internal Oversight Services would be able to undertake periodically another study at the request of the Committee for Programme and Coordination. While in-depth evaluations would be scheduled with a two-year lead time, as is now the practice, the second study would be scheduled with a one-year lead time. The second study

could address the more current concerns of the Committee, or concerns of the Secretariat. As is currently the case for in-depth evaluations, the Secretariat would submit evaluation proposals for consideration by the Committee.

30. A possible set of topics to choose from can be related to the priority areas of work of the Secretariat during one medium-term plan period. For the period 2002-2005, the priorities are as follows: (a) maintenance of international peace and security; (b) promotion of sustained economic growth and sustainable development in accordance with the relevant resolutions of the General Assembly and recent United Nations conferences; (c) development of Africa; (d) promotion of human rights; (e) effective coordination of humanitarian assistance efforts; (f) promotion of justice and international law; (g) disarmament; and (h) drug control, crime prevention and combating international terrorism in all its forms and manifestations. These priorities are nearly identical to the key objectives identified in the United Nations Millennium Declaration. To develop an appropriate framework and build from experience, these thematic evaluations would need to focus, at first, on specific activities, rather than cover broadly one priority area. For example, an examination of the effectiveness of the Secretariat, under the theme "promotion of sustained economic growth and sustainable development", could focus on the convergence of economic and social development policies promoted by the United Nations and the environmental conventions. In relation to programmes related to the first, second and fifth priorities of the plan, another topic for evaluation could be the effectiveness of post-conflict rehabilitation initiatives. The contribution of the Secretariat in these two areas of work to one of the key objectives of the United Nations Millennium Declaration, development and poverty eradication, would be part of the assessment.

31. It should be noted that, in the past, the Office of Internal Oversight Services carried out in-depth evaluations of programmes relevant to each of these objectives (see annex II). However, the periodicity of in-depth evaluation for any given programme follows a 10 to 12-year cycle which, although an improvement to the previously 20-year cycle, is not always timely. In addition, in-depth evaluations examine one programme of the medium-term plan at a time and cannot assess effectively the cumulative effects of several programmes sharing common purposes. Thematic evaluations focused on priority areas of the medium-term plan would have the advantage of providing insight on the effectiveness of the Secretariat as a whole in those areas and would enable more frequent reviews of important aspects of programmes.

32. In the light of the need to optimize the use of the evaluation resources of the Office of Internal Oversight Services, such evaluations should benefit from more extensive "collaboration with the programme managers concerned and, if necessary, competent experts in the fields involved" (rule 107.2 (c) (ii) of the Regulations and Rules Governing Programme Planning). The Joint Inspection Unit may also assist in the preparation of in-depth evaluations, as provided for in the same rule. In this regard, it is noted that, in paragraph 16 of its resolution 56/245 of 24 December 2001 the General Assembly requested "that the Joint Inspection Unit place more emphasis on the evaluation aspects of its work.

4. Topics for future in-depth evaluation

33. The Committee for Programme and Coordination scheduled the in-depth evaluations of Law of the sea and ocean affairs and Social development for consideration at its forty-third session, in 2003. If the Committee adopts the proposal, presented in paragraph 28 above, of scheduling one in-depth evaluation each year, keeping the evaluation of Law of the sea and ocean affairs on the schedule for 2003 would ensure that the evaluation of the programme Legal affairs, launched in 2002, is completed. The evaluation of Social development would be scheduled at a later time.

34. Topics for in-depth evaluations to be reviewed by the Committee for Programme and Coordination in 2004 and 2005 have to be determined. The following programmes have not been the subject of evaluation since 1993 (see annex II): Trade and development; Peaceful uses of outer space; Public administration, finance and development; Political affairs; Human settlements; Human rights; the Regional programmes; and Management and central support services. It should be noted that several subprogrammes of the regional commissions were included in recent in-depth evaluations and that, in 2002, the programmes Peaceful uses of outer space and Human rights are the subject of comprehensive Office of Internal Oversight Services management reviews and, in the case of the latter, at the request of the General Assembly.

35. As regards the other programmes reviewed by specialized intergovernmental bodies, the schedule of forthcoming meetings and the preliminary comments of management are summarized below:

(a) Public administration, finance and development is reviewed by the Committee of Experts in Public Administration, which will meet in 2004, at a date to be determined;

(b) Human settlements is reviewed by the Programme's Governing Council, which will meet in early 2003 and 2005. The management of the programme believes that an in-depth evaluation would be timely, as the transformation of the United Nations Centre for Human Settlements into a Programme at the end of 2001 will require a new approach to the planning of activities;

(c) UNCTAD, one of the two components of the programme trade and development, carried out in 2001 and 2002 comprehensive assessments of its activities, with involvement of its intergovernmental machinery. The management of the programme believes that an in-depth evaluation of UNCTAD would be useful at a later time and not before the eleventh session of UNCTAD, which will be held in 2004.

On the basis of these considerations, and if the proposal, made in paragraph 28 above, schedule one in-depth evaluation each year, were to be adopted by the Committee, the schedule of in-depth evaluations in the coming years might include the following options:

2003	Law of the sea and ocean affairs
2004	Public administration, finance and development
2005	Human settlements

IV. Conclusions and recommendations

36. The institutional arrangements for conducting evaluations in United Nations departments and offices range from units devoted to evaluation through evaluation focal points within monitoring and programme coordination divisions to ad hoc arrangements. The 1996 recommendation of the Committee for Programme and Coordination on the need to centralize, in general, responsibility for oversight in one unit reporting to the head of the department should be more consistently implemented.

37. In a number of programmes, well-developed systems are in place for the monitoring, implementation and follow-up to the findings and recommendations of evaluations. Steps are taken to assess the improvements obtained by implementing evaluation findings and using lessons generated by the evaluation processes. In the majority of the other programmes, comprehensive assessments of whether evaluation findings have been acted upon effectively appear to be the exception, rather than the rule. There is need for increased methodological support through training and advice to strengthen evaluation and its uses. Since 1999, the Programme Planning and Budget Division has been organizing several series of training workshops Secretariat-wide covering topics relevant to evaluation. The Office of Internal Oversight Services will assess the impact of these workshops to determine what follow-up action is required.

38. Programmes which allocated staff and other resources to the evaluation function were generally able to implement evaluation plans in conformity with article VII of the Regulations and Rules Governing Programme Planning. In the other programmes, very few managers were able to evaluate periodically all the activities for which they are responsible. In this context, examples of useful evaluations include reviews of implementation of department-wide strategies or functions. Based on this experience, in the programmes where no comprehensive evaluation plans have been developed to date, the Office of Internal Oversight Services will request programme managers to identify, for 2002-2003, aspects of the activities under their responsibility that would benefit from formal evaluations focused on a few issues of strategic significance. As provided for in the Regulations and Rules Governing Programme Planning, the Evaluation Section of the Office of Internal Oversight Services would review these evaluation plans and provide the methodological support needed.

39. It should be noted that the programme budget for the biennium 2002-2003 provides a new framework for the periodic assessment of all subprogrammes. The departmental self-assessment of achievements collected at the end of the period

will indicate to what extent this process can contribute to the evaluation system and what additional self-evaluation requirements should be maintained. The situation will be further reviewed in the next biennial report on strengthening the role of evaluation findings.

40. The General Assembly stressed the importance of specialized intergovernmental review of planning documents, prior to their review by the Committee for Programme and Coordination and the Fifth Committee. Evaluation findings are expected to assist in the preparation of the medium-term plan. However, owing to the calendar of intergovernmental meetings, in-depth evaluations undertaken by the Office of Internal Oversight Services have rarely been reviewed by specialized intergovernmental bodies prior to their review by the Committee. Prior review can be secured in most cases if in-depth evaluations are completed three to six months earlier than is presently the case. Within existing resources, it can be achieved if only one in-depth evaluation is scheduled every year. This would still be consistent with the regulations and rules, which provide that "at least one in-depth evaluation study shall be undertaken each year" (rule 107.2 (c) (iii)). It would be possible to carry out periodically a second evaluation of interest to the Committee for Programme and Coordination related, for example, to the priority areas of the medium-term plan.

41. The following recommendation is based on the findings presented in section III.

Recommendation 1, Specialized intergovernmental review of in-depth evaluation recommendations:

The Office of Internal Oversight Services should undertake one in-depth evaluation every year, as stipulated in rule 107.2 (c) (iii) of the Regulations and Rules Governing Programme Planning, for consideration by the Committee for Programme and Coordination, as of its forty-third session. In-depth evaluations should be scheduled in those years when the intergovernmental or expert organ directly concerned with the programme evaluated can review the in-depth evaluation findings and recommendations prior to review by the Committee (see para. 28 above).

42. The Committee for Programme and Coordination may wish to review the information contained in annex II to the present report and in paragraphs 33 to 35 above, and recommend topics for in-depth evaluation for consideration by the Committee in 2004 and 2005. Should the Committee adopt recommendation 1 above, one in-depth evaluation should be scheduled every year, as of 2003. In addition, the Committee may wish to request a second evaluation from the Office of Internal Oversight Services for 2003, as proposed in paragraphs 29 to 32 above.

(*Signed*) Dileep Nair
Under-Secretary-General
for Internal Oversight Services

Notes

[1] *Official Records of the General Assembly, Fifty-fifth Session, Supplement No. 16* (A/55/16), para. 231.

[2] Ibid., *Fifty-sixth Session, Supplement No. 16* (A/56/16), para. 406.

[3] Ibid., *Fifty-fifth Session, Supplement No. 16* (A/55/16), para. 233.

Annex I

Existing institutional arrangements and capacity for evaluation in the programmes of the medium-term plan

Table 1
The United Nations evaluation system: central programmes of the medium-term plan

Programmes (and implementing entities)	*Evaluation unit and evaluation staff*	*Other support to evaluation*[a]	*Responsibility for (a) approving evaluation plans and (b) carrying out evaluations*	*(a) Internal and (b) external review of evaluation findings and action taken*[b]	*Arrangements for monitoring application of evaluation recommendations*[c]
1. Political affairs (Department of Political Affairs)		12 work-months programme staff; external evaluators	(a) USG (b) Programme managers	(a) USG and senior management	Programme managers
2. Disarmament (Department for Disarmament Affairs)		1 work-month programme staff	(a) and (b) chiefs and regional directors	(a) USG and deputy (b) First Committee, General Assembly	Chiefs and regional directors
4. Peaceful uses of outer space (Office for Outer Space Affairs)		12 work-months programme staff	(a) Chiefs of sections and the director (b) Programme staff	(a) Programme managers and director (b) Committee on the Peaceful Uses of Outer Space and subcommittees	Follow-up at monthly staff meetings
5. Legal affairs (Office of Legal Affairs)		2 work-months programme staff	(a) USG (b) Directors	(a) USG and directors	
6. General Assembly and Economic and Social Council and conference services (Department of General Assembly Affairs and Conference Services)			(b) Units' staff and senior management at weekly meetings, mostly performance reviews	(a) Yearly meetings of all Secretariat duty stations Conference Services; inter-agency meetings (b) Committee on Conferences	Regular performance reviews by management

Programmes (and implementing entities)	*Evaluation unit and evaluation staff*	*Other support to evaluation[a]*	*Responsibility for (a) approving evaluation plans and (b) carrying out evaluations*	*(a) Internal and (b) external review of evaluation findings and action taken[b]*	*Arrangements for monitoring application of evaluation recommendations[c]*
7. Economic and social affairs 8. Africa (Department of Economic and Social Affairs)		Programme staff, external evaluators	(a) USG (b) Directors and chiefs	(a) Weekly meetings of directors chaired by USG; departmental and divisional management retreats (b) Economic and Social Council functional commissions and sectoral committees	Continuing assessment of expected accomplishments by programme managers
9. Trade and development: A. United Nations Conference on Trade and Development (UNCTAD)	Programme, Planning and Assessment Unit — (3P)	Programme staff, expert groups and external evaluators	(a) Deputy Secretary-General of UNCTAD (b) Programme, Planning and Assessment Unit, programme managers, external evaluators and expert groups	(a) Programme, Planning and Assessment Unit and programme managers (b) Working Party on the Medium-Term Plan and the Programme Budget; Trade and Development Board	Programme, Planning and Assessment Unit and Working Party
B. International Trade Centre UNCTAD/WTO (ITC)	1P (in Office of the Executive Director)	Responsible project/ programme staff and external evaluators	(a) Senior Management Committee (b) Responsible staff and external evaluators	(a) Projects' management responses attached to evaluations (b) Programmes evaluations reviewed by Joint Advisory Group. Projects evaluations sent to all partners involved for comments	Senior Evaluation and Monitoring Officer
12. Crime prevention and criminal justice (Centre for International Crime Prevention/ Office for Drug Control and Crime Prevention (CICP/ ODCCP))	Planning and Evaluation Unit/ODCCP The Unit is serving CICP and UNDCP	Programme staff; external evaluators on funds for project evaluations	(a) ODCCP directors (b) Chiefs (in 2002: guided by the Planning and Evaluation Unit/ODCCP)	(a) Within branches and at the ODCCP management levels	Within each branch and biweekly ODCCP senior staff meetings

Programmes (and implementing entities)	*Evaluation unit and evaluation staff*	*Other support to evaluation*[a]	*Responsibility for (a) approving evaluation plans and (b) carrying out evaluations*	*(a) Internal and (b) external review of evaluation findings and action taken*[b]	*Arrangements for monitoring application of evaluation recommendations*[c]
19. Human rights (Office of the United Nations High Commissioner for Human Rights)		Activities and Programmes Branch for technical cooperation projects	(a) Office of the High Commissioner (b) Programme staff	Policy Planning and Methodology Team will develop a learning system	Senior Policy Committee
23. Public Information (Department of Public Information)	Monitoring and Evaluation Unit (2P)	Programme staff and external evaluators	(a) and (b) Monitoring and Evaluation Unit and programme managers	(a) Programme managers (b) Committee on Information	Periodic senior staff meetings with the Head of the Department
24. Management and central support services:					
A. Programme planning, budget and accounts		Programme staff	(a) Directors (b) Programme staff	(a) Directors and programme staff	In Peacekeeping Financing Division: internal task force
B. Human resources management		Programme staff	(a) Chiefs of units under Director's orientation (b) Programme staff	(a) Chiefs of units (b) General Assembly (reports on human resources management reform)	Evaluation and monitoring are a continuous exercise
C. Support services		Programme staff and external evaluators	(a) Directors and chiefs (b) Programme staff	(a) Directors and chiefs	Regular monitoring of performance; change process manager at Procurement Division
25. Internal oversight (Office of Internal Oversight Services)	Evaluation Section (4P)	Other departments and offices staff	(a) Committee for Programme and Coordination	(b) Specialized bodies and Committee for Programme and Coordination	Office of Internal Oversight Services and Committee for Programme and Coordination

[a] Work-months indicated are for the biennium period.
[b] Other than findings reflected in medium-term plan proposals reviewed by the Committee for Programme and Coordination.
[c] Other than monitoring by the Office of Internal Oversight Services.

Table 2
The United Nations evaluation system: central programmes of the medium-term plan supporting large-scale field operations or country programmes

Programmes (and implementing entities)	*Evaluation unit and evaluation staff*	*Other support to evaluation*[a]	*Responsibility for (a) approving evaluation plans and (b) carrying out evaluations*	*(a) Internal and (b) external review of evaluation findings and action taken*[b]	*Arrangements for monitoring application of evaluation recommendations*[c]
3. Peacekeeping operations (Department of Peacekeeping Operations)	Focal point: Chief's Best Practices Unit (1P)	Programme staff, other departments, external evaluations	(a) OUSG (b) ad hoc Best Practices and Lessons Learned reviews/studies; reviews of missions by Department of Peacekeeping Operations and in collaboration with external entities	(a) Best Practices Unit focal point (b) Special Committee on Peacekeeping Operations	Part of the functions of the Best Practices Unit
10. Environment (United Nations Environment Programme)	Evaluation and Oversight Unit (3P)	Project evaluations by external evaluators under supervision Evaluation and Oversight Unit	(a) Senior Management Group (b) Evaluation and Oversight Unit staff and external evaluators	(a) Senior Management Group (b) Summaries submitted to the Governing Council	Evaluation and Oversight Unit compiles lessons learned and monitors feedback into project design
11. Human settlements (United Nations Centre for Human Settlements (Habitat))	Monitoring and Evaluation Unit (1P)	Project evaluations by external evaluators (project funds)	(a) Office of the Executive Director with programme managers (b) Programme managers and independent external evaluators	(a) Programme Review Committee (b) Committee of Permanent Representatives and Governing Council	Programme managers
13. International drug control (United Nations International Drug Control Programme)	1P (2002: 2P Planning and Evaluation Unit/ODCCP)	Project evaluations by external evaluators (project funds) and programme staff	(a) Planning and Evaluation Unit/Office for Drug Control and Crime Prevention maintains evaluation plans (b) Planning and Evaluation Unit, Technical Services Branch; field offices provide guidance to external evaluators	(a) Concerned UNDCP branches (b) Tripartite review for project evaluations; annual report reviewed by Commission on Narcotic Drugs	Planning and Evaluation Unit field offices and concerned UNDCP branches

Programmes (and implementing entities)	*Evaluation unit and evaluation staff*	*Other support to evaluation*[a]	*Responsibility for (a) approving evaluation plans and (b) carrying out evaluations*	*(a) Internal and (b) external review of evaluation findings and action taken*[b]	*Arrangements for monitoring application of evaluation recommendations*[c]
20. Humanitarian assistance (Office for the Coordination of Humanitarian Affairs)	Evaluation and Studies Unit (2P)	Policy Development and Studies Branch, Emergency Response Branch, Field Offices, external evaluators supervised by Evaluation and Studies Unit	(a) Office for the Coordination of Humanitarian Affairs management (b) Evaluation and Studies Unit	(a) Office for the Coordination of Humanitarian Affairs Senior Management Group and inter-agency bodies (b) Inter-agency bodies and Office for the Coordination of Humanitarian Affairs Donor Working Group	Evaluation and Studies Unit compiles evaluation learning and disseminates internally and externally
21. Protection and assistance to refugees (Office of the United Nations High Commissioner for Refugees)	Evaluation and Policy Analysis Unit (4P)	Programme staff and external evaluators	(a) Assistant High Commissioner (b) Evaluation and Policy Analysis Unit programme managers and independent external evaluators and consultancy teams	(a) Programme managers, Assistant High Commissioner and High Commissioner (b) Executive Committee	Programme managers, executive office and evaluation-specific steering committees
22. Palestine refugees (United Nations Relief and Works Agency for Palestine Refugees in the Near East)	Management and planning subprogrammes under directors within each major programme area	Programme evaluation by programme staff, and project evaluation by project officers	(a) and (b) within operational programmes	(a) Commissioner-General, Deputy Commissioner-General, programme directors and Management Committee	Programme directors and Office of the Commissioner-General

[a] Work-months indicated are for the biennium period.

[b] Other than findings reflected in medium-term plan proposals reviewed by the Committee for Programme and Coordination.

[c] Other than monitoring by the Office of Internal Oversight Services.

Table 3
The United Nations evaluation system: regional programmes of the medium-term plan

Programmes (and implementing entities)	*Evaluation unit and evaluation staff*	*Other support to evaluation*[a]	*Responsibility for (a) approving evaluation plans and (b) carrying out evaluations*	*(a) Internal and (b) external review of evaluation findings and action taken*[b]	*Arrangements for monitoring application of evaluation recommendations*[c]
14. Economic and social development in Africa (ECA)	Programme Monitoring and Evaluation Section/Office of Policy Planning and Resource Management (2P)		(a) Office of Policy Planning and Resource Management (b) Programme Monitoring and Evaluation Section	(a) Executive Secretary and senior staff (b) Commission/Joint Conference of Ministers of Finance, Economic and Development and Planning	
15. Economic and social development in Asia and the Pacific (ESCAP)		End 2001 $85,000: to strengthen project planning, monitoring and evaluation	(a) Programme Management Division (b) Substantive divisions	(a) Procedures developed in 2002-2003 (b) Commission and legislative committees	To be developed for 2002-2003
16. Economic development in Europe (ECE)		Programme staff in the Office of the Executive Secretary coordinate evaluation process	(a) Plans submitted by divisions are approved by the Office of the Executive Secretary (b) Substantive divisions	(a) Programme planning, monitoring and evaluation reviewed twice a year by senior management (b) Divisions submit findings to their principal subsidiary bodies	Semi-annual senior management reviews
17. Economic and social development in Latin America and the Caribbean (ECLAC)	1P in Programme Planning and Operations Division	Part-time focal points in each of the 12 divisions (no project funds)	(a) Delegated by Executive Secretary to Chief Programme Planning and Operations Division and evaluation officer (b) Subprogramme managers	(a) Directors and Programme Planning and Operations Division	

Programmes (and implementing entities)	*Evaluation unit and evaluation staff*	*Other support to evaluation*[a]	*Responsibility for (a) approving evaluation plans and (b) carrying out evaluations*	*(a) Internal and (b) external review of evaluation findings and action taken*[b]	*Arrangements for monitoring application of evaluation recommendations*[c]
18. Economic and social development in Western Asia (ESCWA)		Programme staff, Programme Planning and Technical Cooperation Division	(a) Executive Secretary (b) Planning and Technical Cooperation Division and substantive divisions	(a) Copies of the evaluation reports sent to Executive Secretary, division chiefs and regional advisers (b) Commission and subsidiary bodies	Plan of action being prepared

[a] Work-months indicated are for the biennium period.
[b] Other than findings reflected in medium-term plan proposals reviewed by the Committee for Programme and Coordination.
[c] Other than monitoring by the Office of Internal Oversight Services.

Annex II

In-depth evaluation reports completed and scheduled, 1993-2003

Year	*Progress reports*[a]	*In-depth evaluation reports*	*Triennial reviews/follow-up reports*	*Reports to General Assembly on evaluation*
1993	United Nations Relief and Works Agency for Palestine Refugees in the Near East[b]	Office of the United Nations High Commissioner for Refugees (UNHCR)	Human settlements Human rights (follow-up)	-
1994	Peacekeeping operations: start-up phase[c] Africa: critical economic situation, recovery and development[d]	Social development -	Economic Commission for Africa: development issues and policies	A/49/99 and Add.1
1995	-	Peacekeeping operations: start-up phase Environment	-	-
1996	-	Peacekeeping operations: termination phase Department of Public Information	UNHCR	A/51/88
1997	-	Statistics Department of Humanitarian Affairs	Social development	-
1998	-	Crime prevention and criminal justice International drug control	Peacekeeping operations: start-up phase Environment	A/53/90
1999	-	Disarmament Electoral assistance	Department of Public Information Peacekeeping operations: termination phase	-
2000	-	Global development trends, issues and policies, and global approaches to social and microeconomic issues and policies, and the corresponding subprogrammes in the regional commissions Advancement of women	Statistics Humanitarian affairs	A/55/63
2001	-	Population Sustainable development	International drug control Crime prevention and criminal justice	-

Year	*Progress reports*[a]	*In-depth evaluation reports*	*Triennial reviews/follow-up reports*	*Reports to General Assembly on evaluation*
2002	-	General Assembly and Economic and Social Council affairs, and Economic and Social Council support and coordination	Electoral assistance	Present report (A/57/68)
		Legal affairs	Disarmament	
2003		Social development	Global development trends, issues and policies	
		Law of the sea and ocean affairs	Advancement of women	

[a] As decided by the Committee for Programme and Coordination in 1994, the evaluation cycle was shortened by the elimination of the progress report stage.

[b] As decided by the Committee for Programme and Coordination, no in-depth evaluation of UNRWA was required.

[c] These were transitional reports that were described as progress reports but that contained substantive recommendations.

[d] A follow-up study was conducted by the Joint Inspection Unit (A/50/885, annex).

Annex III

Descriptive summary of external and internal evaluations carried out during the period 2000-2001 in the programmes of the medium-term plan

Programme 1, Political affairs (Section 3 of the programme budget)

Subprogramme 3, Electoral assistance

Internal evaluation and lessons learned	More human resources are needed to evaluate activities and to build on lessons learned from past experiences. Further efforts are needed to mobilize adequate funding to enable the Division to adequately support an increased number of Member States.

Subprogramme 4, Security Council affairs

External review and evaluation	Appropriate action was taken as per recommendations of the Department's 2000 external audit
Internal evaluation and lessons learned	Areas needing improvement include: (a) Building a capacity for lessons learned to capture both substantive issues before the Council and Sanctions Committees, as well as procedural modifications; (b) Increased use of panels of experts to monitor the implementation of sanctions regimes and mandates emanating from such bodies as the Counter-Terrorism Committee; and (c) Provision of sufficient resources to make tangible inroads in the backlog associated with the *Repertoire of the Practice of the Security Council*.

Subprogramme 5, Decolonization

Internal evaluation and lessons learned	There is a need to streamline the daily activities of the subprogramme, to improve its overall operation and to develop new approaches.

Subprogramme 6, Question of Palestine

Internal evaluation and lessons learned	Improvements are needed in: (a) the United Nations Information System on the Question of Palestine (UNISPAL); (b) reducing vacancy rates to address publications backlog; (c) timely provision of information for prospective participants in international meetings to enable them to plan ahead; (d) processing, by Secretariat units, of the travel claims of experts and of non-governmental organizations' applications for accreditation.

Programme 2, Peacekeeping operations (Section 5 of the programme budget)

Subprogramme 1, Executive direction and policy

External review and evaluation	As a follow-up to the report of the Panel on United Nations Peace Operations "Brahimi Panel Report", external consultants conducted an in-depth management and capacity review/study of the Department of Peacekeeping Operations. Results of the study were subsequently incorporated into the comprehensive review (A/55/977).
Internal evaluation and lessons learned	A process of critical review and introspection within the Department followed the "Brahimi Panel Report", which contained 57 explicit and over 100 implicit recommendations focused on strengthening the planning, deployment, management and sustainability of peacekeeping operations.

Subprogramme 2, Operations

Internal evaluation and lessons learned	Lessons learned from past experiences were drawn regarding the need to strengthen integration of the planning process for peacekeeping operations within the United Nations system and improve coordination with peacekeeping partners, including the wider United Nations family; to develop more systematic mandate implementation strategies; and to further enhance outreach to the governing bodies, troop contributors and other Member States.

Subprogramme 3, Field administration and logistics support

Internal evaluation and lessons learned	As a result of lessons learned from past experiences, the Field Administration and Logistics Division plans to increase efficiency via enhancements in existing computer systems in the field and at Headquarters, as well as through the creation and revision of standard operating procedures and improved work flows, and relevant training created by the staff covering best practices in daily operations.

Subprogramme 4, Planning

Internal evaluation and lessons learned	From past experiences, there is need to improve the accuracy of data provided by Member States in standby arrangements for inclusion in databases.

Programme 3, Peaceful uses of outer space (Section 6 of the programme budget)

External review and evaluation	Consistently positive feedback was reflected in Member States' formal statements. Participants in workshops organized by the Office also provided positive feedback. The amount of contributions made by more countries and organizations to the Trust Fund for the United Nations Programme on Space Applications increased.
Internal evaluation and lessons learned	As many players involved in making space technology a tool to support sustainable development are moving forward at an increasing pace, the Office is being called upon to provide more support than ever to Member States, particularly for the benefit of developing countries. In view of the Office's small size and limited resources, additional administrative and budgetary work associated with the use of the Integrated Management Information System, and some other new monitoring systems introduced to the Organization, had to be absorbed by the existing staff assigned substantive work. The resources required for properly handling administrative and budgetary matters without negatively affecting the substantive programme need to be assessed. The servicing of intergovernmental bodies, in particular the preparation of pre-session documentation, has also been negatively affected by the limited availability of resources in conference services.

Programme 4, Legal affairs (Section 8 of the programme budget)

Subprogrammes 1, 2, 3, 5 and 6

External review and evaluation	Office of Internal Oversight Services in-depth evaluation at the end of the biennium.

Subprogramme 4, Law of the sea and ocean affairs

External review and evaluation	Positive informal feedback is received from government officials and representatives of intergovernmental and non-governmental organizations and in communications with the members of the ocean community, the international legal community, academia and the civil society. The annual report on Oceans and the law of the sea is often quoted in journal articles and monographs.
Internal evaluation and lessons learned	A self-evaluation in the area of the law of the sea identified the need for strengthening the integrated approach to ocean affairs, in particular, in the context of the holistic view of the oceans embodied in the Convention and the consequent imperatives of international coordination and cooperation.

Subprogramme 6, Custody, registration and publication of treaties

External review and evaluation	The Office of Internal Oversight Services in-depth evaluation stated that such measures as innovations in computerization, successful training efforts and the development of new products had been successful in eliminating almost entirely the backlog in the publication of treaties.
Internal evaluation and lessons learned	Feedback from government representatives, law firms, and other entities has remained very positive. Member States have continued to express their satisfaction with the services provided (e.g., in General Assembly resolutions 53/525 and 54/28). The fee for access to the United Nations Treaty Collection on the Internet for certain categories of users endorsed by the General Assembly is under review due to reservations expressed by certain users on the advisability of charging a user fee for this service.

Programme 6, Africa: New Agenda for Development (Section 10 of the programme budget)

Subprogramme 1, Mobilization of international support and global coordination

External review and evaluation	An independent evaluation of the United Nations System-wide Special Initiative on Africa, the implementing arm of the United Nations-New Agenda for the Development of Africa in the 1990s, was undertaken in 2001. The Committee for Programme and Coordination requested a more thorough analysis of the Initiative by the Secretariat for the Committee's consideration in 2002. In preparation for the final review of the New Agenda, an independent evaluation of it is currently in progress.
Internal evaluation and lessons learned	The programme is regularly reviewed internally.

Subprogramme 2, Monitoring, assessment, facilitation and follow-up to the implementation of action programmes for African development

External review and evaluation	Same as for subprogramme 1.
Internal evaluation and lessons learned	Internal performance review carried out in October 2001 concluded that there was a fair rate of implementation of the programmed outputs.

Subprogramme 3, The campaign for global awareness of the critical economic situation in Africa

External review and evaluation	No formal external review was undertaken since that of the Joint Inspection Unit in 1995. However, positive feedback from numerous stakeholders continues to highlight the relevance and positive impact of the activities.

Programme 9, Trade and development (Section 11A of the programme budget)

Subprogramme 9.1A, Globalization, interdependence and development (for the period 2000-2001)

Internal evaluation and lessons learned	The ideas and policy recommendations put forward, which sometimes had appeared controversial, have won support at international forums. The increasing number of requests for analytical work indicates appreciation of the policy-oriented research of the subprogramme. On the Debt Management Financial Analysis System (DMFAS) programme, while the accomplishments were noteworthy, difficulties were encountered in securing financial stability. Approval of the establishment of a multi-year multi-donor trust fund by the Advisory Group is an important step.

Subprogramme 9.1B, Development of Africa (for the period 2000-2001)

Internal evaluation and lessons learned	United Nations Conference on Trade and Development (UNCTAD) studies on Africa have continued to generate interest in the international press, academic circles and international organizations, such as a High-Level Panel on Financing for Development and the African Development Bank and Economic Commission for Africa, both of which used the UNCTAD analysis on economic factors to reduce poverty by half by the year 2015. The representative of a Member State requested a study as a contribution to the Plan of Action by the G-8 in support of the New Partnership for Africa's Development.

Subprogramme 9.2, Investment, enterprise and technology

External review and evaluation	An in-depth evaluation of the technical cooperation project for promoting entrepreneurship (EMPRETEC) discussed at the Working Party on the Medium-term Plan and the Programme Budget led to recommendations to improve secretariat contribution. An external evaluation on Advisory Services on Investment and Training made recommendations such as on reporting, selection of workshop participants and use of the Internet.
Internal evaluation and lessons learned	The dissemination of research results and policy recommendations has improved significantly, particularly with the use of the Internet. Resource limitations prevented full activities on portfolio investment, insurance, and financing small and medium-sized enterprises. There has been an increasing demand for operational programmes. The work for the Commission on Science and Technology for Development was better integrated with other areas of work by UNCTAD through a more judicious choice of its substantive theme. The challenge is on how to follow up the research and intergovernmental deliberations for more effective policy advice and technical assistance within the resource limitation.

Subprogramme 9.3, International trade

External review and evaluation	Feedback from participants was systematically collected at the intergovernmental and expert meetings of UNCTAD in this area, which provided generally positive assessments as regards the quality and usefulness of technical documents of the subprogramme.
Internal evaluation and lessons learned	UNCTAD has demonstrated its ability to pursue the issues and developments in the multilateral trading system. Governments particularly appreciated the technical assistance. In some areas, increased cooperation with other organizations and non-governmental organizations has proven useful. High demand on technical assistance tended to squeeze the resources out of research work. A higher rate of participation in the expert meetings is desired, particularly from developing countries.

Subprogramme 9.4, Services infrastructure for development, trade efficiency and human resources development

External review and evaluation	An in-depth evaluation of the Training Human Resources in Maritime Management (TRAINMAR) programme, presented to the Working Party, made recommendations for quality control, adaptation to latest developments and for integrating the TRAINMAR, Port Certificate and TRAINFORTRADE programmes. External and other evaluations of three Automated System for Customs Data (ASYCUDA) country projects confirmed the efficiency benefit it provides to the customs administration.
Internal evaluation and lessons learned	Feedback and analysis of results showed that human resources development and technical assistance in transport and trade facilitation made positive contributions. Better interaction of operational work and intergovernmental/expert meetings is desired. Lessons learned from implementation of the exit strategy of the Trade Point programme include: challenges in managing projects in the United Nations that require strong involvement of the private sector; the need for sustained resources for the network-heavy projects; and the need for freedom to choose best possible local partners. The high level of interest in the work on electronic-commerce is attributed to the increased importance of the subject, as well as the quality of the work thus far. Difficulties were faced mainly in the lack of reliable statistics in this area.

Subprogramme 9.5, Least developed countries, landlocked developing countries and small island developing States

Internal evaluation and lessons learned	The importance given to a range of sectoral events and the recognition of the role of the civil society in the development process were major elements of success at the third United Nations Conference on Least Developed Countries. The preparatory process should have engaged, at the country level, in a systematic analysis of gains from concessions and benefits offered to least developed countries over the decade. In spite of progress achieved in providing assistance to landlocked developing countries, resources mobilization was limited and regionally uneven.

Programme 9, Trade and development (Section 11B of the programme budget)

External review and evaluation	Regular review of programme delivery by parent bodies of the International Trade Centre (ITC) and their advisory mechanisms. As recommended by the Board of Auditors, ITC reviewed the monitoring of the Corporate Management Information System and rearranged Joint Integrated Technical Assistance Programme (JITAP) management practices to strengthen implementation (also in line with the JITAP mid-term evaluation). ITC launched an in-depth study of its publications policy with the ultimate aim of applying the International Organization for Standardization's ISO 9000 to its publications programme. The ITC subprogramme International purchasing and supply management has been evaluated to assist in its future developments. External project evaluations include issues and themes that are applicable to the organization as a whole.
Internal evaluation and lessons learned	An Intranet page entitled "Project Cycle Management" has been created and includes tools and instructions for all steps related to the project cycle and summarized evaluation findings and lessons learned, to ensure that evaluations are well integrated into the execution of programmes and projects; its main features are disseminated through "Evaluation News" and "PCM Briefs" to all ITC staff. Internal management reviews have been carried out in three areas (Global Trust Fund, human resources development and the executive forums).

Programme 10, Environment (Section 12 of the programme budget)

External review and evaluation	The 1999 Office of Internal Oversight Services evaluation triennial review concluded that the United Nations Environment Programme (UNEP) has rebuilt its global credibility. UNEP is implementing the recommendations of the Office of Internal Oversight Services and regularly reports to it on progress made.
Internal evaluation and lessons learned	The annual evaluation report for 2000 concluded that UNEP programme activities and projects were successful, and established that the goals, objectives, results and outputs of the subprogrammes and projects evaluated were consistent with the mission and mandate of UNEP. The report formulated valuable recommendations with regard to the UNEP policy framework, internal programmatic linkages and knowledge management. In 2000, a Global Environment Outlook (GEO) user profile and qualitative analysis of the GEO reports was undertaken and made available to the Governing Council in document UNEP/GC.21/INF/8. The analysis indicated that GEO reports are reaching the intended audience.

Programme 11, Human settlements (Section 13 of the programme budget)

External review and evaluation	The 1999 Office of Internal Oversight Services follow-up review to its 1997 inspection concluded that significant progress had been made in redefining the mission of the Centre (now UN-Habitat), in redesigning its work programme and in aligning the new organizational and programmatic structures. It also found that viable linkages had been established between the operational and normative activities.
Internal evaluation and lessons learned	Internal evaluation of the 2000-2001 work programme concluded that future work plans should be more modest in their "expected results", and set achievable goals towards "performance indicators". Despite the input of the Global Urban Observatory and Local Urban Observatories, the quality and reliability of data, and the indicators by which that data is collected, still needs to be strengthened through capacity-building.

	The lack of resources required to pursue all the opportunities generated through the successful Global Campaign on Urban Governance launches and to link the operational and normative activities of the Campaign has been a key challenge. An emphasis must be placed on developing new work methods among all headquarters units and regional offices and key external partners. The Campaign on Secure Tenure encountered difficulties in securing political support from some Governments. The benefits of the campaigns can be further maximized by strengthening cooperation with stakeholders.

Programme 12, Crime prevention and criminal justice (Section 14 of the programme budget)

External review and evaluation	In 2001, the Office of Internal Oversight Services conducted a triennial review of its 1998 evaluation and follow-up review to its 1998 inspection.
Internal evaluation and lessons learned	Regular internal review and evaluation of the overall programme performance have taken place. For example, the global programmes against transnational organized crime, trafficking in human beings and corruption have recently been revised and updated, in order to incorporate the policy and programme recommendations made by the intergovernmental bodies and the donor and recipient countries, as well as the experience gained and the lessons learned from the initial phase of their implementation. Increased attention is given to a greater balance in the programme delivery between transnational organized crime and other broader concerns of crime prevention and criminal justice. Moreover, inclusion of mid-term or final evaluation and the necessary budget allocation for that purpose is a standard requirement of the Centre for International Crime Prevention technical cooperation projects. In the aftermath of the 11 September 2001 terrorist attacks in the United States of America, the programme's role and activities in the field of terrorism prevention have been thoroughly reviewed and new proposals are being formulated and coordinated Secretariat-wide.

Programme 13, International drug control (Section 15 of the programme budget)

External review and evaluation	Steps are being taken to respond to the recommendations made by the Office of Internal Oversight Services on (a) a comprehensive fund-raising and (b) establishing review mechanisms for projects and programmes drawing on proven best practices. The triennial review of the implementation of the recommendations made by the Committee for Programme and Coordination at its thirty-eighth session, as well as the inspection of programme management and administrative practices of the Office of Internal Oversight Services had a positive impact on the programme.
Internal evaluation and lessons learned	The Project and Programme Committee of the Office for Drug Control and Crime Prevention was established and has undertaken a review of the ongoing projects of the United Nations International Drug Control Programme (UNDCP), highlighting the need to increase UNDCP demand-reduction projects and programmes. Internal review of the first phase of the development of the online legal library showed that better cooperation was needed with the Global Programme against Money-Laundering of the Office for Drug Control and Crime Prevention, as well as with the European Monitoring Centre on Drugs and Drug Abuse. A lack of funding has hampered the expansion of assistance to Member States to enhance their drug abuse data collection and analysis capacities. Feedback from media and the public on the publications is monitored and taken into account in decisions for future publications.

Programme 14, Economic and social development in Africa (Section 16 of the programme budget)

Subprogramme 1, Facilitating economic and social policy analysis

External review and evaluation	An in-depth evaluation on Africa's development trends, issues and policies was conducted by the Office of Internal Oversight Services.
Internal evaluation and lessons learned	A review of all Economic and Social Policy Division documents was carried out to seek comments for improvement. The Division set up a high-quality standard of review mechanism, which involved a two-stage internal peer review process (first by the team and second, by divisional seminars). An interdivisional committee was created to enrich the *Economic Report on Africa* with sectoral inputs. Strengthened networking and cooperation with other institutions was also useful in improving the quality of outputs through external peer review. Major constraints included the lack of resources: the budgeting process is not flexible enough to respond to changing needs, leading to lags in recruitment processes and routine delays. Networking efforts and cooperation with other institutions facilitated the implementation of the African Visitors programme, which needs to be strengthened.

Subprogramme 4, Harnessing information for development

External review and evaluation	The Committee on Development Information, a subsidiary organ of the Economic Commission for Africa (ECA) Conference of Ministers, reviewed and endorsed: (a) the external evaluation of the Addis Ababa Plan of Action for Statistical Development in the 1990s and (b) the programme of work of the Development Information Services Division in statistics, databases and information systems development and management, information and communication technologies, geo-information and library and documentation services.
Internal evaluation and lessons learned	Internal assessments have been carried out periodically by the secretariat. The lessons learned were mainly from the external evaluation. Accomplishments were within expectations, considering that a substantive part of the required resources was not made available. Therefore, the strengthening of specialized and administrative staff needs to be addressed with the highest priority, as well as the upgrading of the computing environment and skills in database/information systems design and development. More involvement of the other divisions in the statistical production process is needed.

Subprogramme 5, Promoting regional cooperation and integration

Internal evaluation and lessons learned	Resources were not available to deliver some outputs; outputs were slated for termination. Despite the unquestionable good will of the staff, the implementation was marked by the inevitable weaknesses of the learning process. The teamwork across divisions almost did not materialize during the biennium. In order for ECA to continue to be relevant for the continent, it is important that it retains capacities to monitor and influence major developments.

Subprogramme 6, Promoting the advancement of women

External review and evaluation	As a result of the assessments and recommendations of major partners, the African Centre for Women has: (a) created a structure to undertake policy analysis; (b) placed high priority on the development of an information and communications strategy; (c) provided a plan to undertake networking activities with strategic partners, organizations or institutions and policy makers to discuss progress and constraints in the implementation of the Beijing Platform for Action. To date, it has not been possible to establish a special budget.
Internal evaluation and lessons learned	The flagship publication, *African Women Report*, could not be produced because of insufficient financial and technical human resources. Lesson learned: it is crucial to allocate resources to the major outputs that can make a difference in terms of policy impact.

Subprogramme 7, Supporting subregional activities for development

External review and evaluation	Positive results of a special survey undertaken on the relevance of the *Development Bulletin*. Participants evaluated meetings organized by the subregional centres as good to very good.
Internal evaluation and lessons learned	No formal internal review was undertaken. There is a need to operationalize activities of the subprogramme, to focus programmes on the priority areas identified by clients and to ensure continuity in programme implementation.

Programme 15, Economic and social development in Asia and the Pacific (Section 17 of the programme budget)

External review and evaluation	In line with the recommendation of the external evaluation of the Asia-Pacific population programme of the Economic and Social Commission for Asia and the Pacific (ESCAP), the secretariat has concentrated on increasing in-country capacity, working closely with the country programmes funded by the United Nations Population Fund. The conduct of all legislative meetings was evaluated. Based on the feedback from the participating member Governments, organization of the informal panel discussion in the ministerial segment was changed. The number of documents has been also streamlined.
Internal evaluation and lessons learned	Internal assessments on the ongoing and completed technical cooperation projects (217 projects) were undertaken during the biennium. A total of 105 publications issued in 2000 were reviewed against the original objectives. The Publications Committee reviewed the implementation of the guidelines on ESCAP publications activities. No self-evaluations were undertaken for the seven subprogrammes. The secretariat's efforts concentrated on the establishment of procedures for systematic evaluation of the ESCAP programme of work, including its technical cooperation programme. One of the lessons learned is that most technical cooperation projects of ESCAP are single-year and small-scale, which made it difficult to assess their contributions towards the realization of the expected accomplishments of the various subprogrammes. The work will continue to the biennium 2002-2003.

Programme 16, Economic development in Europe (Section 18 of the programme budget)

Subprogramme 1, Environment

External review and evaluation	The Parties to the Conventions report on the monitoring of the implementation of Economic Commission for Europe (ECE) environmental conventions and protocols. This information is reviewed by the Meetings of the Parties.
Internal evaluation and lessons learned	As a follow-up process of the environmental performance reviews of countries in transition, the secretariat examines the implementation of the recommendations adopted by the Committee on Environment Policy and countries under review and provides advice to facilitate their further implementation. The difficult economic situation in these countries is an obstacle for implementation. Improvement needs to be made in the reporting system concerning the implementation of and compliance with the ECE environmental legal instruments and recommendations, as well as in the integration of environmental considerations into other sectors of the economy, in particular, in countries in transition.

Subprogramme 2, Transport

External review and evaluation	The Pan-European Conference on Inland Waterway Transport (Rotterdam, 5-6 September 2001) stressed the importance of the technical and legal work carried out in ECE and charged it with particular tasks to ensure Europe-wide harmonization of navigation regime on inland waterways (TRANS/SC.3/2001/10, p. I (D)). COWI Consulting Engineers and Planners AS made an evaluation of ECE agreements and legal instruments relevant to transport, environment and health, in order to identify any gaps in the environmental area. On the basis of the inventory, possible areas for modification are proposed for the relevant conventions and agreements supplementing them.
Internal evaluation and lessons learned	The Working Party on Road Traffic Safety (WP.1) conducted a survey of member States via a questionnaire on the implementation of the Vienna Conventions and European Agreements supplementing them (TRANS/WP.1/69 dated 26 May 2000, paras. 6 and 7), and formulated a number of conclusions. The Working Party on the Transport of Dangerous Goods (WP.15) conducted a survey of member States via a questionnaire (TRANS/WP.15/2001/17 and addenda) for consideration of ways and means to improve accession to the Convention on Civil Liability for Damage caused during the Carriage of Dangerous Goods by Road, Rail and Inland Navigation. Based on the results of the questionnaire, it was decided to establish a group of experts to look into the problematical areas, such as limits on compensation and the issue of insurance, and to propose modifications to the Convention.

Subprogramme 3, Statistics

External review and evaluation	At the Conference of European Statisticians plenary session held in June 2001, the ECE secretariat contacted national statistical institutes in the ECE region asking for their countries' views on the Integrated Presentation of Programmes of International Statistical Work in the region. Based on this survey, the plenary would make decisions about future work and give advice on statistical work to be undertaken by other institutions.

Internal evaluation and lessons learned	An internal evaluation by the ECE Statistical Division was undertaken in 2000 and 2001. In November 2000, a retreat was organized among all team leaders on the long-term strategy of activities. Two meetings were organized, one with the Professional staff and one with all staff, to continue discussion on the strategies and challenges for the Division.

Subprogramme 4, Economic analysis

External review and evaluation	In October 2000, the Office of Internal Oversight Services conducted a training session for self-evaluation techniques at ECE and suggested that the Economic Analysis Division conduct analyses of the demand for its services and readership surveys. The Division undertook two large readership surveys. The findings are currently being tabulated and analysed. A review and evaluation of the ECE Generations and Gender Programme is being scheduled for early 2002 by the United Nations Population Fund.
Internal evaluation and lessons learned	The Division conducted structured and detailed readership and library surveys in 2001. Over 1,000 questionnaires were mailed to seek readers' opinions and to trace the use of the *Survey* in libraries worldwide. The replies show that the *Survey* is judged to be of a high calibre, a useful and essential tool for both policy makers and their advisers, and in high demand by professional economists, teachers and students. The Division will examine ways and means for improving the general appearance of the ECE flagship publication.

Subprogramme 5, Sustainable energy

External review and evaluation	A forward-looking assessment of the objectives, work methods, fee schedule and programme of work was carried out by the member companies contributing to the Trust Funds of the Gas Centre, with the help of the secretariat, with the aim of strengthening the Gas Centre programme of work. This consisted of a questionnaire prepared by the secretariat and filled out by members of the Executive Board of the Gas Centre (25 members), and then discussed by the Bureau of the Executive Board and subsequently by the Board members themselves. This survey indicated the members' satisfaction with the operation and programme of work of the Gas Centre.
Internal evaluation and lessons learned	Contribution/statement on sustainable energy development serves as a basis for proposals regarding further work and analysis in the field of sustainable energy development. While significant progress has been made in restructuring and liberalizing energy markets in the ECE region, the process will take another five to ten years, depending on subregion, before it is completed. Hence, the issue will remain a relevant topic for analysis, discussion, review and assessment for a number of years to come. Both the environmental consequences of mine closures and clean coal use will remain priority areas for the Ad Hoc Group of Experts on Coal and Thermal Power.

Subprogramme 6, Trade, industry and enterprise development

External review and evaluation	The fact that EDIFACT (Electronic Data Interchange for Administration, Commerce and Transport) — the standard used in exchanging information between computers, is being used by more than 500,000 companies throughout the world, and that this and other recommendations and standards developed by the programme have been adopted by the International Organization for Standardization as international standards, can be taken as a positive evaluation by external users and partners of ECE.
Internal evaluation and lessons learned	An evaluation of the Forum on E-commerce for Transition Economies in the Digital Age organized in 2000 shows that this event attracted more than 300 participants, of which 84 per cent considered that the conference was excellently organized and that the Forum was a good and timely ECE initiative. The subprogramme's intersectoral character should be further strengthened and relevant issues in the areas of electronic commerce, investment and enterprise development pursued in the future. The programme has had an intensive and successful cooperation with other subregional organizations, as well as with other international organizations and United Nations bodies. This cooperation should be encouraged.

Subprogramme 7, Timber

External review and evaluation	Between October 2000 and October 2001, a strategic review of the whole subprogramme was carried out with the participation of Governments, partners and stakeholders (business, non-governmental organizations and social organizations). Subsequently, extended bureaux meetings defined the strategic vision, objectives and activities. After further dialogue, recommendations were endorsed by the Timber Committee.
Internal evaluation and lessons learned	The strategic review mentioned above was an "internal/external" exercise involving lengthy in-house consultation and discussion, leading to a high degree of understanding of and commitment to the strategic goals of the subprogramme. The process endorsed the existing direction and methods, with clearer understanding of what the "core programme" is, as well as the limits of realistic activity with existing resources. The need for better communication and fund-raising was also stressed.

Subprogramme 8, Human settlements

External review and evaluation	The Ministers supported the priority activities in the Committee's programme: country profiles on the housing sector; improvement of environmental performance; land registration and land markets; and housing modernization and management.
Internal evaluation and lessons learned	The Committee on Human Settlements streamlined its organizational structure and concentrated on a limited number of the programme elements. It increased its cooperation with the private sector, non-governmental organizations and local authorities through the Housing and Urban Management Advisory Network.

Programme 17, Economic and social development in Latin America and the Caribbean (Section 19 of the programme budget)

Subprogramme 1, Linkages with the global economy, competitiveness and production specialization

External review and evaluation	The Office of Internal Oversight Services assessment undertaken in 2001 indicates satisfactory performance overall. Trade publications have voted the Economic Commission for Latin America and the Caribbean (ECLAC) web site the best source of economic information on Latin America.

Subprogramme 2, Integration, open regionalism and regional cooperation

External review and evaluation	Same as for subprogramme 1.

Subprogramme 3, Productive, technological and entrepreneurial development

External review and evaluation	Informal assessment, from both within and outside of the United Nations system and from government and academic institutions, indicate that research results are timely. A large number of papers have been published in international journals which include independent peer review systems. The annual report *Foreign Investment in Latin America and the Caribbean* appears to be in demand on the ECLAC web site.
Internal evaluation and lessons learned	As a result of an internal evaluation session, the Division's work programme includes new research topics, namely: (a) transition of Latin America to the information society; (b) industrial property rights; and (c) biotechnologies across the Latin American region.

Subprogramme 4, Macroeconomic equilibria, investment and financing

Internal evaluation and lessons learned	Self-evaluation was conducted of the users of economic surveys. Invitations to participate in external seminars and publications indicate satisfaction with research and studies being undertaken.

Subprogramme 5, Social development and social equity

Internal evaluation and lessons learned	A recent self-evaluation exercise indicated a considerable improvement in the collaboration with other substantive divisions of ECLAC, strengthened inter-agency collaboration and closer links with donor institutions.

Subprogramme 6, Administrative management

Internal evaluation and lessons learned	The training programme of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), which constitutes its principal activity, contains suggestions and recommendations made by participants in their evaluations of each course. Improvements in the web site has also allowed ILPES staff to better serve and respond promptly to queries from people interested in its courses. Brochures and applications for the courses can now be obtained electronically.

Subprogramme 7, Environmental and land resource sustainability

External review and evaluation	Same as for subprogramme 1.
Internal evaluation and lessons learned	The Transport Unit is learning from comments received from consumers of its services and has improved products such as the *FAL Bulletin* and *Perfil Marítimo*.

Subprogramme 8, Population and development

External review and evaluation	Activities of the Latin American and Caribbean Demographic Centre/Inter-American Development Bank (CELADE/IDB) project on the use of demographic information were evaluated. Based on the positive findings of the evaluation, IDB is continuing its support with a focus on the 2000 census.
Internal evaluation and lessons learned	The work programme is adapted to the needs of countries through continual contacts with national counterparts.

Subprogramme 9, Statistics and economic projections

Internal evaluation and lessons learned	Quality surveys indicate user satisfaction with the analysis and statistical coverage of the main products. A number of periodic publications have been merged and, in some cases, thematic and geographic changes have been made. The web site was restructured to improve visibility and availability of outputs.

Subprogramme 10, Subregional activities in Mexico and Central America

External review and evaluation	Same as for subprogramme 1.
Internal evaluation and lessons learned	Regular exchanges with national authorities, regional agencies, academic and non-governmental organizations and the private sector have been undertaken to help with ensuring that priorities are adjusted to needs.

Subprogramme 11, Subregional activities in the Caribbean

External review and evaluation	The Office of Internal Oversight Services assessment notes improvements in performance. Organizations and agencies, such as the Caribbean Community (CARICOM), the Association of Caribbean States (ACS), the Organization of Eastern Caribbean States (OECS) and the Caribbean Development Bank (CDB) have continued to rely on ECLAC advice and services.
Internal evaluation and lessons learned	Periodic surveys attest to user satisfaction. Web-based and other publications have been restructured and databases developed to improve quality of service.

Subprogramme 12, Mainstreaming the gender perspective into regional development

Internal evaluation and lessons learned	Attempts to collaborate with other ECLAC divisions have met with success. The series *Mujer y desarrollo* has gained more visibility and the web site is being used for statistical and substantive information at the national and regional levels.

Programme 18, Economic and social development in Western Asia (Section 20 of the programme budget)

Internal evaluation and lessons learned	Self-evaluations undertaken by four of the five substantive divisions indicate their belief that they had met their objectives; two of them in terms of concrete results, one in terms of success stories in specific areas. The majority still considers the delivery of outputs cited in the work programme as a criterion of success in meeting their objectives. Lessons learned from internal and external evaluation indicate the need: (a) to improve the timeliness in sending invitations to meetings and relevant papers; (b) to develop a well articulated strategy for improving accessibility to Economic and Social Commission for Western Asia (ESCWA) publications and meetings; (c) to make the nature of proposals and recommendations contained in papers and publications more measurable, time-limited and result-oriented; (d) to ensure complementarity between programmed activities and extrabudgetary activities; and (e) to encourage teamwork within ESCWA and with other organizations. One major evaluation did not cover subprogrammes but, rather, three main types of activity: meetings, publications and advisory services. It was undertaken on an experimental basis and its results should be interpreted with caution. The evaluation pointed to the need to increase the impact of ESCWA through: (a) ensuring more involvement of member States; (b) designing mutually supportive normative and operational activities; and (c) instituting a mechanism for follow-up action. It provided suggestions for more focused and innovative meeting papers and more realistic and practical recommendations that are the outcome of a more genuine consultative process. It highlighted the need to develop a well-articulated strategy for improving accessibility to ESCWA publications. Finally, regarding advisory services, the evaluation confirmed the positive contribution of regional advisers and suggestions for improvement included, inter alia, follow-up of their recommendations with member States, more focus on capacity-building through training workshops and formulating projects, formulation of more technically oriented recommendations and enhancing the capabilities of civil society institutions and non-governmental organizations.

Programme 19, Human rights (Section 22 of the programme budget)

External review and evaluation	To ensure that key operations are financially and administratively sound, the Office of Internal Oversight Services undertook an audit of all Office of the United Nations High Commissioner for Human Rights (OHCHR) field operations. Implementation of critical audit recommendations of the Office of Internal Oversight Services is progressing satisfactorily. The United Nations Board of Auditors carried out a review of OHCHR headquarters in the spring of 2001. Monthly briefings with Member States, key United Nations organizations and non-governmental organizations provide important feedback for evaluations of key activities and projects and orientation to further action.
Internal evaluation and lessons learned	A changed management programme is evaluating current practices with help from an expert from the Swedish Government. Changed management is a standing item on the agenda of the Senior Policy Committee and is reviewed monthly. In an effort to improve and professionalize its project approach, in October 2001, OHCHR initiated a review by outside experts of its Project Review Committee and the Board of Trustees of the Voluntary Fund for Technical Cooperation. During the current biennium, OHCHR undertook Phase 3 of the people management programme.

Subprogramme 1, Right to development, research and analysis

External review and evaluation	The external review of the OHCHR publications programme recommended that publications should be more attractive, informative, useful and effective.
Internal evaluation and lessons learned	Establishment in OHCHR of the Publications Committee and the Information and Communication Technology Committee has enabled the Office to ensure the consistency of the implementation of policy decisions.

Subprogramme 2, Supporting human rights bodies and organs

External review and evaluation	Two reviews (E/CN.4/Sub.2/1999/2 and the final report, E/CN.4/2000/112) recommended many reforms, including the reconfirmation of the Subcommission's original mandate to undertake studies and the reduction in the duration of the annual sessions. Independent studies are periodically conducted by academic institutions and Governments that review the functioning of the treaty bodies. Several major studies were undertaken in 1999 and 2000.
Internal evaluation and lessons learned	In-house reflection takes place on an ongoing basis, particularly, in preparation for the annual meeting of chairpersons of the treaty bodies.

Subprogramme 3, Advisory services, technical cooperation, support to human rights fact-finding procedures and field activities

External review and evaluation	Ten country projects and one regional framework were evaluated during the present biennium. Evaluation results were used to improve the relevance and quality of technical cooperation activities.
Internal evaluation and lessons learned	The mid-term review of the Decade for Human Rights Education was done during the biennium and, as a result, OHCHR modified its strategies for work in this area.

Programme 20, Humanitarian assistance (Section 25 of the programme budget)

External review and evaluation	The activities under the humanitarian programme were the subject of informal external reviews by donor Governments, through the mechanism of the Humanitarian Liaison Working Group.
Internal evaluation and lessons learned	An internal management review of the Office for the Coordination of Humanitarian Affairs was undertaken in 2000 and was aimed at improving its ability to support the humanitarian work of United Nations agencies and other partners. Its overall goals were to enhance coordination in support of its partners, better support its field offices and improve staff management to ensure maximum effectiveness. Key measures stemming from the review included the integration of natural disaster and complex emergency functions throughout the Office, including a unified desk officer structure that applied both in New York and Geneva, the development of a surge capacity to enable the Office to respond in a timely and effective manner to emergencies, the creation of a dedicated capacity to enhance support to the field and fostering of a seamless Office by establishing a unified senior management team to ensure teamwork and good people management and the clarification of the division of labour between New York and Geneva, particularly in providing guidance and support to field offices. Two lessons-learned initiatives were undertaken to evaluate the Office's coordination response in the major natural disaster/earthquake in Gujarat, India and the complex emergency in East Timor. In addition, an in-house study was undertaken on humanitarian coordination lessons learned from recent field experience.

Subprogramme 4, Disaster relief

Internal evaluation and lessons learned	The framework of internal evaluation composed by the mid-term review and quarterly field monitoring exercise provide analysis of progress made on goal achievements. It helps in the modification of such goals and objectives and contributes to the formulation of strategies for the subsequent year. The lessons-learned exercise has become an effective tool that supplies the positive and negative outputs in the coordination of humanitarian operations. The special administrative procedures for emergency situations strengthens capacity to respond and deliver on time.

Programme 21, Protection and assistance to refugees (Section 23 of the programme budget)

Subprogramme 1, International protection

External review and evaluation	The Kosovo refugee crisis. An independent evaluation of UNHCR's emergency preparedness and response (EPAU/2000/01).

Internal evaluation and lessons learned	A number of formal evaluations have been undertaken by the Evaluation and Policy Analysis Unit of the Office of the United Nations High Commissioner for Refugees (UNHCR), including: Evaluation of UNHCR's policy on refugees in urban areas: a case study review of New Delhi (EPAU/2000/04); Evaluation of UNHCR's role and activities in relation to statelessness (EPAU/2001/09); Evaluation of UNHCR's policy on refugees in urban areas: a case study review of Nairobi (EPAU/2001/10).

Subprogramme 2, Assistance

External review and evaluation	Review of the UNHCR implementation of its Policy on Refugee Women and its Guidelines on the Protection of Refugee Women over the last 10 years; and an evaluation of UNHCR activities in the protection of refugee children and respect for their rights.
Internal evaluation and lessons learned	A number of formal evaluations have been undertaken by the UNHCR Evaluation and Policy Unit, including: Minimum standards and essential needs in a protracted refugee situation: a review of the UNHCR programme in Kakuma, Kenya (EPAU/2000/05); Evaluation of UNHCR's role in strengthening national NGOs (EPAU/2001/01); The Sudan/Eritrea emergency, May-July 2000: an evaluation of UNHCR's response (EPAU/2001/03).

Programme 23, Public information (Section 26 of the programme budget)

External review and evaluation	In its most recent audit, the Office of Internal Oversight Services suggested improved monitoring of evaluation recommendations through computer-assisted tracking systems; and recommended an evaluation of the Training Programme for Broadcasters and Journalists from Developing Countries and the guided tour activity. Various Department of Public Information programmes were subject to a total of six audits by external and other oversight bodies. In addition, an evaluation team from the Library of Congress reviewed the Dag Hammarskjöld Library.
Internal evaluation and lessons learned	Internal evaluation mechanisms include gathering regular feedback from end-users (both internally and externally) and re-disseminators, as well as opinions of independent experts. Specific projects undertaken by the Department during 2000-2001 include a case-by-case review of the 14 United Nations information centres integrated with United Nations Development Programme field offices; a survey among regional radio stations on the United Nations international radio broadcasting pilot project; an evaluation of the new United Nations web site design; and the Department of Public Information/Non-Governmental Organization annual conference. Evaluations initiated included an assessment of the guided tours operation and the Training Programme for Broadcasters and Journalists from Developing Countries. Other surveys and assessments included those conducted by the Non-Governmental Organization Committee on Teaching about the United Nations; a lessons-learned review of the Department of Public Information/Non-Governmental Organization conference by the Conference Planning Committee; Client Service Skills workshops for the Public Service Section involving a self-evaluation exercise; and various focus groups for audio-visual products.

Programme 24, Management and central support services (Section 27A of the programme budget)

Oversight Support Unit

Internal evaluation and lessons learned	An internal evaluation of the process of requesting exceptions to the standards of accommodation for air travel has led to efforts to streamline the procedures. An internal review of the responsibility for preparing the Secretary-General's comments on Joint Inspection Unit reports resulted in a clearer delineation of responsibility between the secretariat of the Administrative Committee on Coordination (now the United Nations System Chief Executives Board for Coordination) and the Oversight Support Unit.

Contributions Service

External review and evaluation	The Office of Internal Oversight Services conducted a major review of the contributions management system at United Nations Headquarters during June 2000 to July 2001. The results of the review were helpful and implementation of related agreed recommendations, which is partially dependent on action by other offices, should assist the Service in fulfilling its responsibilities effectively.

Programme 24, Management and central support services (Section 27E of the programme budget, Geneva)

External review and evaluation	The United Nations Board of Auditors recommended monitoring and accelerating the pace of preparedness for managing the Year 2000[a] issues. The recommendations were successfully met. Furthermore, recommendations that the United Nations Office at Geneva develop performance indicators to cover services in the Division of Administration have been implemented. Timely action in the area of recruitment and placement has been significantly enhanced following restructuring and streamlining of work methods.
Internal evaluation and lessons learned	Follow-up to Office of Internal Oversight Services recommendations are periodically reviewed.

Programme 24, Management and central support services (Section 27G of the programme budget, Nairobi)

Budget and Financial Management Service, Support Services Service, Information Technology Service and Division of Administrative Service

External review and evaluation	The United Nations Office at Nairobi, and the Budget and Financial Management Service, Support Services Service, Information Technology Service and Division of Administrative Service, as a part of it, are subject to biennial audit by external auditors of the United Nations.

Budget and Financial Management Service

[a] *Official Records of the General Assembly, Fifty-third Session, Supplement No. 5* (A/53/5 and Corr.1), vol. I, chap. II.

Internal evaluation and lessons learned	The Budget and Financial Management Service is reviewed by various audits carried out by the Office of Internal Oversight Services, Nairobi, and implements the recommendations as appropriate. The Service continuously reviews its operations and takes into account customer feedback and needs.

Support Services Service

Internal evaluation and lessons learned	The Service is reviewed by various audits carried out by the Office of Internal Oversight Services, Nairobi, and implements the recommendations as appropriate. The Service continuously reviews its operations and takes into account customer feedback and needs.

Information Technology Service

Internal evaluation and lessons learned	The Information Technology Service is reviewed by various audits carried out by the Office of Internal Oversight Services, Nairobi, and implements the recommendations as appropriate. The Service continuously reviews its operations and takes into account customer feedback and needs.

Division of Administrative Service

Internal evaluation and lessons learned	The Division of Administrative Service is reviewed by various audits carried out by the Office of Internal Oversight Services and implements the recommendations as appropriate. The Division continuously reviews its operations and takes into account client feedback and needs.

Programme 25, Internal oversight (Section 28 of the programme budget)

Subprogramme 1, Central evaluation

External review and evaluation	Of the 72 recommendations previously endorsed by the Committee for Programme and Coordination during the preceding three years, 33 were fully implemented, significant progress in the implementation of 25 recommendations was reported and 14 had not been implemented. Recommendations made in previous periods led to concrete results during the period 2000-2001. For example, the development of an international radio broadcasting capacity for the United Nations, recommended in 1996, now in its pilot phase of implementation, is one of the more significant and successful examples of the reorientation of the Department of Public Information. The restructuring of the Secretariat machinery responsible for coordinating humanitarian assistance followed the same approach to reform recommended in the 1997 evaluation. The Committee for Programme and Coordination welcomed the assistance provided by the Office of Internal Oversight Services to departments in the form of training activities on evaluation and encouraged their future development.

Subprogramme 4, Investigations

Internal evaluation and lessons learned	In order to better assess the reports received and allocate in the light of the significant increase in caseload each year, the Investigations Division is establishing a risk assessment project to complement the existing case risk assessment profiles. In addition, the Division has created focused target functions to be better able to address incoming matters and issues.

Programme 26, Disarmament (Section 4 of the programme budget)

External review and evaluation	The 1998 Office of Internal Oversight Services in-depth evaluation recommendations were implemented with determination. An external interim audit of the Weapons of Mass Destruction Branch and the Conventional Arms Branch recommended: (a) the preparation of a monthly quantification of routine activities to monitor programme implementation; and (b) the separation of programme performance evaluation from personnel appraisal. The recommendations were implemented, although there is no evidence that monthly quantification would ensure programme implementation. An Office of Internal Oversight Services inspection of the Department for Disarmament Affairs was conducted at the end of the biennium.
Internal evaluation and lessons learned	Ongoing internal reviews took place through: (a) a cycle of people management training workshops, involving all staff; (b) weekly staff meetings, fortnightly Senior Management Team meetings, and meetings at other duty stations during visits by the Under-Secretary-General for Disarmament Affairs; (c) a lessons-learned process after each major event. Emphasis was placed on further enhancing cross-fertilization among all branches of the Department and on better coordination, so as to avoid duplication of work, and achieve a better quality of outputs. Internal assessments also reaffirmed that the Department's web site is the cheapest and quickest means to disseminate information to its end-users. The site continued to be expanded. There is a need for more training of staff in desktop publishing and other specialized training. Owing to financial constraints in the regional centres, some of their programmed activities were not carried out. In order to attract funding for their activities, the centres have learned from experience that they should plan their programmes in close cooperation with countries in the region, as well as with interested donor countries outside the region, to address issues of mutual concern.

Programme 27, General Assembly and Economic and Social Council affairs and conference services (Section 2 of the programme budget)

New York

Subprogramme 2, Planning, development and coordination of conference services

External review and evaluation	Inspection by the Office of Internal Oversight Services (see A/55/803) revealed that servicing resources are being allocated in a way that meets demands more efficiently.
Internal evaluation and lessons learned	More needs to be done to improve on the timely issuance of documentation and to predict with a greater degree of reliability the actual meeting needs of intergovernmental bodies and organs.

Subprogramme 3, Translation and editorial services

External review and evaluation	Inspection by the Office of Internal Oversight Services (see A/55/803) resulted in enhanced efforts towards a fully electronic documentation production model, with implications for the subprogramme in the areas of pre-editing, referencing and translation (interfacing with text-processing units).

Subprogramme 4, Interpretation, meeting and publishing services

External review and evaluation	A survey of Member States, which included questions about the timeliness, readability and presentation of documentation, the provision of meeting records and the quality of interpretation services, was conducted by the Office of Internal Oversight Services (see A/55/803).
Internal evaluation and lessons learned	Ongoing internal reviews and reactions from users indicate that, both qualitatively and quantitatively, interpretation and verbatim reporting services have been satisfactory. The number of requests from speakers for corrections in the records has remained within the normal level. Feedback from recipients and authors of printed products indicate that users are satisfied with the services, even in a production environment defined by the constant need to meet extremely tight and inflexible deadlines.

Geneva — Conference Services Division

External review and evaluation	Following an Office of Internal Oversight Services audit, the Distribution Section and the Reproduction Section took steps to ensure that internal capacity is fully utilized before outsourcing print jobs.
Internal evaluation and lessons learned	More needs to be done to improve the timely issuance of documentation. All the parties, from Member States to submitting departments, need to be involved throughout all the processing stages of documents in improving that area.

Programme 28, Economic and social affairs (Section 9 of the programme budget)

Subprogramme 1, Economic and Social Council support and coordination

Internal evaluation and lessons learned	The subprogramme internally evaluates its work annually to assess the progress made and set benchmarks for the following year. A thorough evaluation focused on measures to enhance the overall functioning of the Economic and Social Council as a pre-discussion on the 2002 segment.

Subprogramme 2, Gender issues and advancement of women

External review and evaluation	The implementation of recommendations of the in-depth evaluation of the advancement of women programme by the Office of Internal Oversight Services (see E/AC.51/2000/3) had a positive impact on the programme.
Internal evaluation and lessons learned	Results of internal evaluations conducted after the special session entitled "Women 2000: gender equality, development and peace for the twenty-first century" and regularly after each session of the Committee on the Elimination of Discrimination against Women and the Commission on the Status of Women were reflected in the programme and led to improvements.

Subprogramme 3, Social policy and development

External review and evaluation	In-depth evaluation of global development trends, issues and policies, and global approaches to social development was conducted by the Office of Internal Oversight Services (E/AC.51/2002/2).
Internal evaluation and lessons learned	(a) In the context of the delivery of outputs, supervisors provide feedback on an ongoing basis. (b) In addition, the Division, with the services of an external consultant, undertook a management review of the Socio-economic Policy and Management Development Branch.

Subprogramme 4, Sustainable development

External review and evaluation	The in-depth evaluation by the Office of Internal Oversight Services (E/AC.51/2002/2) was carried out in 2001 and the Division has taken action to implement most of the recommendations.
Internal evaluation and lessons learned	In May 2000, the Division undertook a review and analysis of its use of consultants and adopted a coordinated approach to using them.

Subprogramme 5, Statistics

External review and evaluation	Triennial review by the Office of Internal Oversight Services (E/AC.51/2000/4).
Internal evaluation and lessons learned	Data collection and dissemination has been reviewed and a team created to develop improved procedures to ensure quality control and timeliness.

Subprogramme 6, Population

External review and evaluation	An Office of Internal Oversight Services in-depth evaluation (E/AC.51/2001/3) was undertaken in 2001 and the Division is implementing the recommendations. The report, entitled "Replacement migration: is it a solution to declining and ageing populations?" (ESA/P/WP.160) received large media coverage.

Subprogramme 7, Global development trends, issues and policies

External review and evaluation	In-depth evaluation by the Office of Internal Oversight Services (E/AC.51/2000/2).
Internal evaluation and lessons learned	Readership survey of the *World Economic and Social Survey 2000*.